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WEST AFRICA TRADE AND INVESTMENT HUB

ANNUAL REPORT

OCTOBER 2016–SEPTEMBER 2017

Contract No.: AID-624-C-13-00002-00



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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.

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ACRONYMS

ACA	African Cashew Alliance
ACMA	<i>Approche Communale pour le Marché Agricole au Bénin</i>
ACTE	Africa Competitiveness and Trade Expansion Initiative
ADI-Prod	Agence Deli Internationale Prod
ADRA	Adventist Development and Relief Agency
AfDB	African Development Bank
AGAM	Association of Ghana Apparel Manufacturers
AGOA	African Growth and Opportunity Act
AGUIPEX	Guinea's Export Promotion Agency
AMC-FC	Agriculture Management Company-Food and Commerce
ANC	Africa New Confection
APEX	Agence pour la Promotion des Exportations
AREXMA	Association Régionale des Exportateurs de Mangues de Côte d'Ivoire
APROMA-B	Association Professionnelle Mangue du Burkina Faso
ARRA	Agence Régionale pour l'Agriculture et l'Alimentation
ASEPEX	Agence Sénégalaise de Promotion des Exportations
ATRC	AGOA Trade Resource Center
AWEP	African Women Entrepreneurship Program
BA	Borderless Alliance
B2B	Business to business
BDS	Business development services
C&F	Cost and Freight
CCIMC	Cameroon Chamber of Commerce, Industry, Mines & Crafts
CDC	Corridor Development Consultants
CEO	Chief Executive Officer
CIC	Consumer Insights Consult <i>also</i> Cereals Inter-professional Committee
CILSS	Comité Inter-Etats de Lutte contre la Sécheresse dans le Sahel
CMI	Corridor Management Institutions
COFENABVI	Confédération des Fédérations Nationales de la Filière Bétail/Viande des Pays de l'Afrique de l'Ouest
COO	Certificate of Origin
COP	Chief of Party

COR	Contracting Officer's Representative
CPC	Centre des Producteurs de Céréales
CVC	Cereals Value Chain
Danida	Danish International Development Agency
DCA	Development Credit Authority
Dignity/DTRT	Dignity/Do the Right Thing
DQA	Data quality assessment
EAA	Ethical Apparel Africa
ECOWAS	Economic Community of West African States
ERC	Export-ready Company
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
FA	Financial Advisor
FAA	Fixed-amount award
FAGE	Federation of the Association of Ghanaian Exporters
FDA	U.S. Food and Drug Administration
FEBEVIB	Fédération Bétail-Viande du Burkina
FEDCO	Federated Commodities Limited
FENABEV	Benin National Livestock Association
FIKA-CI	Filière Karité de Côte d'Ivoire
FIRCA	Fonds Inter-professionnel pour la Recherche et le Conseil Agricoles
F&I	Finance and Investment
FSMA	Food Safety Modernization Act
FTE	Full time equivalent
FTA	Free Trade Area
FTFMS	Feed the Future Monitoring System
FY	Fiscal Year
GA	General Assembly
GAME	Ghana Apparel Manufacturing Expansion Project
GCCI	Ghana Chamber of Commerce and Industry
GDA	Global Development Alliance
GEPA	Ghana Export Promotion Authority
GEPC	Ghana Export Promotion Council
GGBL	Ghana Guinness Breweries Limited

GHAFLIP	Ghana Federation of Livestock Interprofessional Associations
GFZB	Ghana Free Zones Board
GIZ	German Agency for International Cooperation
GLOBALG.A.P.	Global Good Agricultural Practices
GRASP	GlobalG.A.P. Risk Assessment on Socio Practice
GSA	Global Shea Alliance
GSP	Generalized System of Preferences
HACCP	Hazard Analysis Critical Control Points
HTSUS	Harmonized Tariff Schedule U.S.
IITA	International Institute of Tropical Agriculture
IK	In kind
INC	Ivoirienne des Noix de Cajou
INRA	National Institute of National Agronomic Research
IT	Information technology
ITC	International Trade Centre
ITRA	Institute of Agronomic Research - Togo
L4G	Livestock for Growth Project
LOC	Letter of Collaboration
M&E	Monitoring and evaluation
MIS	Market information systems
NACC	Nigerian-American Chamber of Commerce
NEPC	Nigerian Export Promotion Council
NEXTT	Nigeria Expanded Trade and Transport
NIPC	Nigerian Investment Promotion Council
NGO	Nongovernmental organization
NRTTFC	National Road Transit and Transport Facilitation Committees
NTFC	National Trade Facilitation Committee
OCA	Organizational capacity assessment
PMP	Performance Management Plan
ProFAB	Food Across Borders Program
QMS	Quality Management Systems
RBM	Results based management
RCI	Republic of Côte d'Ivoire
REGIS AG	Resilience and Economic Growth in the Sahel—Accelerated Growth project

RESIMAO	Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest
ROPFA	Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest
SAED	Société Nationale d'Aménagement et d'Exploitation des Terres du Delta du fleuve Sénégal
SCAK	Société Coopérative d'Anacarde du Kaffue
SIBVAO	Salon International du Bétail et de la Viande de l'Afrique de l'Ouest
SICS	International Society of Sausages and Cured Meats of Côte d'Ivoire
SLCCIA	Sierra Leone Chamber of Commerce Industry and Agriculture
SLIEPA	Sierra Leone Investment and Promotion Agency
SME	Small or medium enterprise
SMS	Short message service
SOFIVIA-BF	Société Filère Viande et Aliments-Burkina Faso
SPS	Sanitary and phytosanitary
STTA	Short-term technical assistance
TFA	Trade Facilitation Agreement
TOR	Terms of reference
TOT	Training of trainers
TTEE	Trade and transport enabling environment
UEMOA	Economic and Monetary Union of West Africa
UNCTAD	United Nations Conference on Trade and Development
URS	User Requirements Statement
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USTR	U.S. Trade Representative
VC	Value chain
WA	West Africa
WFP	World Food Programme
WAGN	West Africa Grain Network
WATIH	West Africa Trade and Investment Hub
WRAP	Worldwide Responsible Accredited Production
WTO	World Trade Organization
YKMFA	Yilo Krobo Mango Farmers Association

I. INTRODUCTION

I.1 USAID CONTEXT AND KEY PARTNERS

This annual report covers FY17 implementation for the West Africa Trade and Investment Hub, known in West Africa as the Trade Hub. The project supports USAID/West Africa's Mission-wide goal of West African-led advancement of social and economic well-being. This goal is primarily supported by the development objective "broad-based economic growth and resilience advanced through West African partners." The Hub contributes to this objective by achieving two intermediate results:

1. Improving the capacity of West Africa's farmers and firms in targeted regional and global value chains.
2. Improving the business enabling environment by addressing transport constraints and trade barriers affecting the efficiency of the region's corridors and borders.

The project is also one of USAID's three trade and investment hubs in Africa. In this larger arena, the project is known by the acronym WATIH. USAID/Washington's Africa Bureau supports a harmonized performance reporting framework for the three trade hubs. Under this harmonized Trade Africa results framework, the development objective is "expanded trade and investment."

The project is also part of two complementary Presidential Initiatives:

- Feed the Future, the U.S. government's global food security initiative, launched in 2010. Under Feed the Future, the Hub's primary emphasis is to increase regional trade.
- Trade Africa, launched in East Africa in 2013 and expanded to parts of West Africa in 2015. The mandate of Trade Africa is to expand both regional trade within Africa and trade between Africa, the U.S., and other global markets.

On a day-to-day basis, the Hub works with and through a wide range of partners. For example, for our value chain work, we engage with a mix of regional private sector associations and alliances, cooperatives, and individual firms. Our investment work involves individual firms seeking investment funds, investment brokers, and financial institutions. For the enabling environment, we work with the Economic Community of West African States (ECOWAS), national government entities, and civil society organizations. As the Hub works with all of these partners, we are helping them serve as leaders in promoting reforms, attracting buyers and investors, and adopting improved practices.

The Hub's major components are:

- Transport and the trade enabling environment
- Regional staple foods development (livestock and grains)
- Global value chain development (mango, apparel and cashew)
- AGOA
- Finance and investment
- Capacity building and grants administration
- Communications
- Administration and management

I.2 HIGHLIGHTS OF THE YEAR

During FY17, the project continued to work with a large number of stakeholders in an ever-changing environment. We worked in almost all West African countries, with a concentration of activities in nine: Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo.

In collaboration with our partners, we are making noteworthy advances in the competitiveness of key firms and value chains, investment, and the enabling environment. The over \$40.1 M obligated and invested in the Trade Hub is generating a wide range of benefits to West African companies and associations in 15 countries.

The Trade Hub has worked with hundreds of private sector entities, ranging from cattle fatteners to mango producers to apparel manufacturers, helping them do the painstaking work of building capacity to meet international standards and link with buyers for their products. We are also building the capacity of organizations supporting value chain development and improving the enabling environment – these include six regional associations, numerous national associations, national trade facilitation committees, and departments within ECOWAS.

Table I on pages 6-8 provides a summary of FY17 targets and results according to each of our 26 indicators. Cumulative results through FY17 can be found in Annex A, which also provides baselines and disaggregated results. Some observations regarding the key higher-level indicators:

- **Exports and new sales.** We have nearly reached the FY17 target for exports (Indicator 1): \$39,237,300 achieved versus our \$40,000,000 target. We expect documentation to support exports from the Mali and Niger fatteners' networks from FY17Q4 in October and will include these in our cumulative results in the next reporting period.
- **Investment and loans.** In FY17, we exceeded our investment targets. We exceeded our Indicator 2 target by more than \$ 10 million - \$46,629,656 vs a target of \$36,000,000- and came up approximately \$500,000 short for Indicator 3. We exceeded the target for loans (Indicator 22) by around \$15 million.
- **Jobs.** We exceeded the FY17 target as defined by the PIR, creating 6,245 jobs, exceeding the target by 2,245.
- **Time and cost to trade.** The trade and transport enabling environment team analyzed, consulted on, drafted or revised, approved and/or implemented 10 policies in FY17, achieving double the FY17 target of five.

Some highlights in key programmatic areas include:

Enabling environment. We made progress toward our target for advancing reforms and policies. We successfully persuaded four additional governments, Togo, Benin, Mali, and Guinea-Conakry, to remove requirements for Certificates of Origin (COO), making a total of six countries to have achieved with the Trade Hub's engagement. Our COO survey quantified the impact of obtaining the COO and other bureaucratic trade barriers on time and costs for cross-border commerce. The Hub is also working closely with the ECOWAS Infrastructure Department to validate the seminal corridor management study that was drafted this year. We concluded our year-long training program for National Trade Facilitation Committees (NTFCs) in Côte d'Ivoire and Senegal, equipping them with skills to develop and monitor their national implementation plans.

Exports. We facilitated \$39.2 million of exports (intra- and extra-regional). Top exports included \$13.47 million of livestock and mango exports at \$13.86 million. Traders who participated in project-financed cereals exchanges completed \$741,445 in intra-regional cereals exports, out of total sales of \$6.2 million. Hub-assisted exports in the apparel sector reached \$6.4 million in FY17.

Investments. The project is responsible for increasing access to finance as measured by the value of loans and other investments, the number of loans made, and the number of loans made to women-owned enterprises. We also developed a solid network of Financial Advisors (FA) by streamlining our network of Financial Advisors in FY16 to focus on those who had already delivered results or had the greatest potential to deliver strong results in the near future. As a result, we facilitated \$46.9 million in investment in 53 SMEs in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria and Senegal. These investments represented a 242% increase over last year, demonstrating the success of the approach, as well as the incubation time it takes for successful formal-sector investment activities to mature. Our Financial Advisors facilitated \$15 million of these deals for 20 SMEs. Also, following letters of collaboration signed with Coris Bank and Oikocredit, the Trade Hub organized trainings and conducted coaching for their bankers in four countries, leading to \$14.6 million in loans to agricultural producers. Highlights of late FY17 include three investments in Nigeria—two in cereal processing companies and another in an animal feed company—and three repeated investments, with higher working capital loans, in the cereals value chain. Also of note is an investment of \$6.8 million in the poultry value chain for an egg production company in Niger.

Organizational capacity building. The project works with six major regional partners: four focused on value chains, one on market information systems, and one on advocacy and road governance. In FY16, the Hub's mid-term assessments of five of these organizations showed that their organizational capacity scores increased by an average of 56 percent in the last two years and that they are generally becoming more effective at offering services to members. In FY17, the Hub worked with the partners to address capacity and management skills in the areas of member services delivery and extending their membership, advocacy techniques, proposal writing and project management as per the OCA findings. In addition, during the course of FY17, the Trade Hub's capacity building team providing trainings for women entrepreneurs, focused on packaging, labelling and food safety requirements required under AGOA, as well as processing and selling high quality shea butter in local, regional and international markets.

Côte d'Ivoire's Trade Africa program. We opened our office in Abidjan in March 2016. In FY17, we continued to build on our strong working relationships with public and private sector partners. The Trade Hub facilitated \$11.3 million in fresh and dried mango exports. This followed our April 2017 Mango Symposium in Korhogo that brought together buyers from the U.S., Europe, South Africa and the West Africa region with Ivorian mango companies to spur mango exports in and from the region. We worked with our TTEE team to strengthen national capabilities to implement the World Trade Organization (WTO) Trade Facilitation Agreement (TFA). The Côte d'Ivoire office also heavily supported development of Côte d'Ivoire's National AGOA Strategy and AGOA promotion efforts. The National AGOA Strategy will be launched at the end of October. Together with our F&I team, we facilitated more than \$17.6 million in new investments in Ivorian businesses. Ivorienne des Noix de Cajou (INC), a 15,000-ton cashew processing startup, received a total loan of \$13.5 million—\$4 million of which is guaranteed by USAID's Development Credit Authority (DCA). The second company, Société Coopérative d'Anacarde du Kafigue (SCAK), a cashew trading company, received a \$2.9 million loan, its first bank loan since its establishment in 2011.

1.3 EXECUTIVE SUMMARY AND PROGRAMMATIC TRENDS

At the end of FY17 and 3.5 years of this iteration of the West Africa Trade and Investment Hub, we would like to share our observations for success, trends, and lessons for future projects. At the end of FY16, we adjusted our approach based on our first 2.5 years of experience in the Trade Hub and input from USAID. We stepped up activities to connect buyers and sellers, such as the Korhogo Mango Symposium. We targeted the Certificate of Origin (COO) issue in eight countries; at the Hub's urging, six have now committed to correctly eliminating requirements for the COO on staple foods. We

expanded our work in finance and investment, providing risk management training for bankers so they could approve more loans in the chronically underserved agriculture sector. To help companies overcome non-tariff barriers to export under the African Growth and Opportunity Act (AGOA), we provided specialized training in packaging, labelling, and pricing. Our *pro bono* customs lawyer delivered training for customs officials in Ghana, Nigeria, and Togo, an innovative initiative that built ownership of trade outcomes within these important governmental agencies. In a departure from most donor-funded projects, we introduced Trade Hub partners to cost share—requiring their contributions to event venue rentals, meals and per diem for attendees—integrating it within most Trade Hub activities.

Below, we describe changes to the Trade Hub’s approach in priority areas and reflect on their impacts.

Modified Approach to Buyer-Seller Linkages

The Trade Hub stepped up activities on the demand side of exports in FY17 to connect buyers and sellers with greater international market reach and more stringent requirements. We brought buyers from the U.S., South Africa, and Europe together at the Mango Symposium in Korhogo, so that Ivorian mango industry businesses could meet face-to-face with international buyers who asked tough questions and wanted real data about volume, price, quality, and schedule. We sponsored West African delegations to exhibit at the largest apparel trade show in the U.S., Sourcing at MAGIC, generating leads and furthering deals already in progress.

Most projects train sellers in new business behaviors and techniques. But hearing requirements directly from buyers in business-to-business (B2B) sessions offers real impetus for change and allows companies to make decisions accordingly and receive real-time, in person feedback on their products. The supply side is a limiting constraint if certifications, quality, timeliness, volume, and prices are not right, offering a project like the Trade Hub an opportunity to train newly energized sellers to meet those needs.

The Trade Hub’s full-cycle approach prepares companies in advance of buyer meetings and follows up with direct assistance to companies to meet buyers’ requirements. This combination—attention to prep, screening, context and follow-up—is key to seeing companies progress.

Focus on Individual, Manageable Policy Changes for Impact (COO)

The Trade Hub originally used a diversified approach to achieve time and cost savings for trade across multiple borders, countries, and industries. While we contributed in multiple areas to ongoing activities with partners, it was difficult to attribute measurable time and cost savings to our interventions. USAID agreed that the Trade Hub’s Trade and Transport Enabling Environment (TTEE) staff should streamline and focus mainly on one issue affecting trade across borders to attain results: the Certificate of Origin.

In FY17, the Hub directly engaged with six additional countries that had the least success in protocol implementation, successfully urging four of them¹ to publicly renew or make their first public statement about their countries’ commitment to the correct application of the COO to their cognizant agencies involved in cross-border trade around the country. In each country, the Trade Hub partnered with at least one local trade association, the Borderless Alliance’s national association, or chamber of commerce in its advocacy efforts. In late FY17, we began work in the seventh and eighth countries on the priority list, Guinea Bissau and The Gambia.

The Hub also conducted a [COO survey](#) to determine a baseline for costs and time that traders incur in seeking the COO. The survey found that on average (but with wide variation), a COO costs a trader \$41.74 and 15 hours to obtain—a significant expense as more than half the 290 interviewees were

¹ The TTEE specialist Kossi Dakoui had already successfully engaged in this activity in the prior year with Burkina Faso and Côte d’Ivoire.

illegally required to seek the COO. At the end of the survey, we recommend future programs conduct targeted public awareness campaigns to promote adherence to what is legally required, among other ways to improve implementation.

Working with both bankers and businesses to increase Finance and Credit

Following 2.5 years of work in the Finance and Investment (F&I) component, the Trade Hub expanded activities beyond the demand side of providing quality bankable projects via business development services (BDS) and Financial Advisors to also working closely with lenders. In FY17, we worked intensively on the supply side with lenders and investment companies themselves. Our training gave lenders tools to better understand the SME market and accurately evaluate risk, making them more open to lending and investing in agribusinesses. Banks, impact lenders, and investment companies that worked with the Trade Hub have modified their approaches in this lending and investing category and are diversifying their portfolios—with and without support from USAID's Development Credit Authority. The winning combination proved to be the combination of Financial Advisors and BDS experts collaborating with partner banks.

Actively Publicizing AGOA's Benefits and Requirements

The Trade Hub developed its initial country-specific AGOA assistance as a cost-effective means to meet demand for the information and surge as needed. The model provided grant funding to export promotion associations and chambers of commerce to develop AGOA Training Resource Centers (ATRCs) and assign a staff person to be the AGOA Training Resource Coordinator, with the Hub's own AGOA expert as a resource. This approach had moderate success, with ATRCs serving largely as a referral system to the Trade Hub AGOA specialist, rather than publicizing AGOA benefits and building demand for companies to export to the U.S.

In FY17, the two newly hired Trade Hub AGOA specialists proactively built awareness of AGOA and demand for information about its benefits and requirements. In collaboration with the ATRCs, these experts provided a new level of assistance and training to 18 countries and 2,464 participants from 1,536 private sector and government organizations. Generally in conjunction with ATRC coordinators, the Trade Hub held and supported programs at training centers and chambers of commerce, and provided specialized training to businesses in packaging, labelling, and pricing. Our *pro bono* customs lawyer, Jan Forest, also trained companies and customs officials in AGOA benefits and requirements.

Growing Responsibility to Cost-Share Activities

During work planning in August 2016, USAID requested an increased emphasis on cost-share by participating organizations, companies, and individual recipients of Trade Hub programs. The Trade Hub integrated a cost-share requirement into nearly all activities in FY17.

Implementing this important step in ownership and setting expectations for future sustainability among partners was not easy. Many organizations initially refused or delayed participation under the new conditions. As other donors continued extensive support and even full coverage for their programs, Trade Hub activities risked waning or becoming impossible to execute. It is a testament to the diplomacy of our staff and the value placed on our programs that we only cancelled one activity due to lack of willingness or inability to cost-share during FY17. Over the year, partners began to understand this new order of business and came to the table with ideas for their cost-share and an understanding of the implications for the sustainability of their organizations. Almost every program was able to develop a cost-share model, signifying the growing maturity of Trade Hub partners.

Progressive Movement towards Ownership by Regional Organizations

Cost-sharing is not the only sign of sustainability. Key indicators over time will be the services that continue without the Trade Hub's presence. The Trade Hub invested in several training-of-trainers

(TOT) programs in FY17 to generate cascade trainings, most of which have taken place at least once since the TOTs—often using guidebooks and training curricula developed by Trade Hub experts.

The Trade Hub targeted membership organizations with programs that demonstrated how they could attract and retain members through services, aiding their financial sustainability. Without member services and dues, which provide between 40-60 percent of revenue to most organizations worldwide, these organizations will not survive. In workshops with the Trade Hub's major regional association partners (COFENABVI, ACA, Borderless, RESIMAO, and WAGN), experts led sessions to analyze the organizations' revenue streams, identify strengths and weaknesses, review their infrastructure to determine value for money, and begin a dialogue on financial sustainability. All these organizations (and a few that were not major partners, such as FIKA-CI in Côte d'Ivoire and GHAFLIP in Ghana) were heavily invested in cutting dependence on donor funding and evolving to financial independence. These and other organizations the Trade Hub has worked with are realizing that they cannot rely solely on grants for their long-term existence.

There is observable progress in the ownership and self-initiation of activities by the organizations themselves. Future programs should assess whether these organizations continue to hold their own events and implement new training and services.

Conclusion

Extensively evaluating our first 2.5 years of experience led directly to multiple successes in FY17. The Trade Hub pivoted in some areas, expanded positive initiatives, and eliminated activities that did not meet expectations. Our FY17 and life-of-project results – detailed in the following pages and in the indicators in Annex A -- demonstrate a mature, well-functioning program working collaboratively with stakeholders across West Africa.

Table 1: Summary of FY17 Targets and Results

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
			From PMP submitted Mar 2017		From FY17 Workplan		(Mar 2014 – Sep 2017)	(Mar 2014 – Sep 2017)	(Mar 2014 – Sep 2017)	(Mar 2014 – Feb 2018)	(Mar 2014 – Feb 2018)
								From FY17 Workplan	From PMP submitted Mar 2017	From FY17 Workplan	From PMP submitted Mar 2017
1	Value of exports in targeted non-agricultural and agricultural commodities from Hub-supported firms/associations/entities (DO 1.1, EG.3.2-23)	\$39,237,300	\$40,000,000	98%	\$40,000,000	98%	\$127,864,472	\$108,000,000	\$108,000,000	\$119,000,000	\$119,000,000
2	Value of new private sector investment in the agriculture sector or food chain leveraged by Trade Hub implementation (DO 1.2, EG.3.2-22)	\$46,629,659	\$36,000,000	129%	\$36,000,000	129%	\$65,676,215	\$55,046,559	\$55,046,559	\$60,046,559	\$60,046,559
		Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target from \$25.5 million to \$40 million to accurately reflect expected results. At the same time, the Trade Hub reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.									
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by Trade Hub implementation (DO 1.3)	\$313,349	\$2,000,000	16%	\$2,000,000	16%	\$625,949	\$2,312,000	\$2,312,000	\$2,812,000	\$2,812,000
		Note: The Trade Hub reduced the cumulative targets due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.									
4	Number of agriculture and non-agriculture full-time	6,245	4,000	156%	5,000	125%	20,150	16,000	17,000	18,250	16,500

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
	equivalent (FTE) jobs created with USG assistance (IO 1.2, EG.3.2-21) ²	Note: Indicator 4 was initially a cumulative indicator per the standard indicator definition, but was later made annual. The standard indicator also made the distinction between new jobs and continuing jobs. This changed during the program as continuing jobs stopped being part of the indicator definition per MSTAS' guidance. During FY17, the Trade Hub set annual targets. In the FY17 Workplan, the Trade Hub proposed to reduce the FY17 target from 6,000 to 5,000, and in the March 2017 PMP proposed to set the annual target as 4,000. FY17 Q3 and Q4 is the period during which continuing jobs are no longer counted per DQA instructions. They continued to be counted in Q1 and Q2 as that was the formal reporting requirement at that time. Finally, per the DQA instructions, a new way of counting FTE jobs was mandated. Under the new calculation system, the FTE results were: 4,800 part-time jobs equated to 995.20 FTE. Importantly, the target numbers include the continuing jobs as the targets were not revised to reflect the change of not counting continuing jobs.									
5	Number of firms that are more profitable or associations that are more financially self-sufficient due to USG assistance (IO 1.1, EG.3.2-21)	32	20	260%	30	173%	65	63	53	71	58
		Note: In the March 2017 PMP, the Trade Hub proposed to decrease the FY17 target from 30 to 20 to accurately reflect expected results, though the initial target was actually achieved. The Trade Hub also reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.									
6	Number of for-profit private enterprises...that applied improved org-level technologies or management practices as a result of USG assistance (IR 1.1, EG.3.2-20)	81	80	101%	80	101%	1,063	340	1,062	360	1,082
		Note: During the December 2016 DQA, the Trade Hub was informed that MSTAS was standardizing the way the Trade Hubs count beneficiaries. Instead of counting individual farmers (as the Trade Hub had done), the Trade Hub began counting only firms and associations. The targets were set before the Trade Hub was notified of this change.									
7	Number of buyer/seller linkages established in targeted agricultural sectors as a result of Trade Hub assistance (IR 1.2)	219	100	219%	100	219%	1,601	268	1,482	293	1,507
8	Number of assisted agricultural sector firms/associations meeting international grades and	53	250	21%	400	13%	1,447	1,020	1,644	1,120	1,694
		Note: During the December 2016 DQA, the Trade Hub was informed that MSTAS was standardizing the way the Trade Hubs count beneficiaries. Instead of counting individual farmers (as the Trade Hub had done), the Trade Hub began counting only firms and associations. However, as the									

² The FY17 Target and FY17 Result show all jobs, not FTE jobs. FTE jobs are presented separately in Annex A.

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
	standards to export (IR 1.3)	targets were set to count individual farmers, the achievement of the targets will vary considerably since previously we were counting individual farmers who had, for example, been certified in GlobalGAP. Now, we can only count the association, which may have many farmers who have been certified (as well as some who did not achieve certification). The targets were set before this change was notified.									
9	Number of for-profit non-ag sector private enterprises ... that applied improved organizational-level technologies or management practices as a result of USG assistance (IR 2.1, Modified EG.3.2-20)	5	4	125%	4	125%	10	12	12	13	13
10	Number of buyer/seller linkages established in targeted non-agricultural sectors as a result of Trade Hub assistance (IR 2.2)	111	75	148%	100	111%	217	206	181	216	191
		Note: In the March 2017 PMP, the Trade Hub proposed to decrease the FY17 target from 100 to 75 to accurately reflect expected results, though the initial target was actually achieved. The Trade Hub also reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.									
11	Number of assisted non-agricultural sector firms/associations meeting international standards to export (IR 2.3)	5	4	125%	4	125%	9	12	12	13	13
12	Time to trade goods across borders and along corridors as a result of Trade Hub assistance (IR 3.1)	Time to trade survey was not conducted during FY17 at the request of USAID/WA.					-3.96% (Measured end of FY16)	N/A	Decreased from -11% to -3%	-3%	-3%
13	Cost to trade goods across borders and along corridors as a result of Trade Hub assistance (IR 3.2)	Cost to trade survey was not conducted during FY17 at the request of USAID/WA.					-4% result for period ending FY 16	N/A	Decreased from -16% to -3%	-3%	-3%
14	Number of enabling environment policies analyzed, consulted on,	10	5	200%	5	200%	26	21	21	23	23

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
	drafted or revised, approved and implemented with USG assistance (IR 4.1, EG 3.1-12)										
15	Value of new sales of assisted firms/members of associations due to USG assistance	\$54,898,894	\$50,000,000	110%	\$50,000,000	110%	\$162,209,985	\$130,000,000	\$130,000,000	\$140,000,000	\$140,000,000
16	Number of for-profit private enterprises... receiving USG food security related organizational development assistance (EG.3.2-4)	138	100	138%	100	138%	911	320	598	345	623
	Note: During the December 2016 DQA, we were informed that USAID has changed the way in which this indicator is to count, at least for the Trade Hubs under MSTAS. Instead of counting individuals receiving food security related organizational development assistance, we were told to only count associations. Therefore, as the targets were set to count individuals, the achievement of the numbers will vary considerably since previously we were counting individuals. Now, we can only count the association, which may have many participants who received assistance. The targets were set before this change was notified.										
17	Score in percent of combined key areas of organizational capacity among USG direct and indirect local implementing partners (CBLD-5, now archived)	The OCA was not conducted in FY17 and will not be conducted again before the end of the project (Feb 2018).					56% (Measured end of FY16)	N/A	N/A	70%	60%
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (EG.3.2-1)	2,219	400	555%	400	555%	4,371	1,040	2,552	1,140	2,652
	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to 400 to accurately reflect expected results. In the March 2017 PMP, the Trade Hub also increased the cumulative target to reflect results to date. Therefore, in the PMP, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.										
19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment	4,686	2,000	234%	2,000	234%	10,901	4,900	8,215	5,275	8,590
	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to 2,000 to accurately reflect expected results. In the March 2017 PMP, the Trade Hub also increased the cumulative target to reflect results to date. Therefore, in the PMP, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.										

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
20	Number of new dues paying members in private business associations as a results of USG assistance	747	200	374%	200	374%	1,047	700	700	750	750
21	Total number of users of new MIS services	28,468	8,000	356%	8,000	356%	48,657	28,189	28,189	31,189	31,189

22	Value of new loans made to clients in targeted sectors. (EG.3.2-6)	\$40,619,346 (Annual)	\$25,200,000	161%	\$25,200,000	161%	\$51,498,398 (Cumulative)	\$36,079,052	\$36,079,052	\$40,079,052	\$40,079,052
	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to accurately reflect expected results. At the same time, the Trade Hub reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.										
23	Number of MSMEs receiving business dev services from USG assistance (FTF 4.5.2-37)	75	50	150%	50	150%	324	299	299	314	314
24	Number of micro, small, and medium enterprises (MSMEs), including farmers, receiving agricultural-related credit as a result of USG assistance (EG.3.2-3)	52	40	130%	40	130%	80	68	68	78	78
25	Number of actions (audit, reports, presentations, tools developed, etc.) taken to facilitate compliance of member states with ECOWAS Trade Liberalization Scheme	4	7	57%	7	57%	18	17	17	19	19
26	Number of individuals who have received USG trainings on trade and	333	60	555%	60	555%	756	150	483	160	493

#	Indicator	FY17 Results and Targets (October 2016 – September 2017)					Cumulative Results and Targets				
		FY17 Results	FY17 Target	% Achieved	FY17 Target	% Achieved	Cumulative Result	Cumulative Target	Cumulative Target	Cumulative Target	Cumulative Target
	transport enabling environment										

2. TRADE AND TRANSPORT ENABLING ENVIRONMENT

The project's Trade and Transport Enabling Environment (TTEE) component has dual objectives: 1) increasing the competitiveness of targeted entities and value chains, and 2) improving the regional trade and investment enabling environment. The Trade Hub's work in this area has been directed at achieving results which involves improving the enabling environment through the following objectives:

- Enhance trade facilitation in West Africa
- Improve implementation of ECOWAS trade and transport policies and initiatives

In FY17, TTEE activities enhanced collaboration with Member States to improve compliance with the ECOWAS Trade Liberalization Scheme (ETLS) and the World Trade Organization-Trade Facilitation Agreement (WTO-TFA). The Trade Hub supported the ECOWAS Commission in developing a mechanism for monitoring Member States' levels of compliance with ETLS as well as a regional strategy and action plan for managing and developing transport corridors in West Africa. These efforts will promote efficiency and growth for both intra and extra-regional trade.

2.1 KEY ACHIEVEMENTS/RESULTS

- **Successfully persuaded four additional governments** to remove requirements for Certificates of Origin (COO) on trade in unprocessed agricultural products. In FY17, The Hub continued to spearhead a drive to convince governments to remove requirements for traders to produce Certificates of Origin for exports of raw agricultural products within the ECOWAS zone. In FY17, the Trade Hub persuaded Togo, Benin, Mali and Guinea-Conakry to dispense with the COO requirement, making a total of six countries to have done so under the Trade Hub's guidance.
- **Quantified the impact of obtaining the COO and other bureaucratic trade barriers on time and costs for cross-border commerce.** The study³ analyzed data gathered through interviews with traders across the region. It concluded that complying with improper demands for the COO costs traders an average \$41 and delays trade an average 15 hours.
- **Concluded a training program for National Trade Facilitation Committees (NTFCs) in Côte d'Ivoire and Senegal.** The Trade Hub launched a year-long capacity-building program for NTFCs in Senegal and Côte d'Ivoire in collaboration with the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC). The program elevated the NTFCs' level of understanding of the World Trade Organization–Trade Facilitation Agreement (WTO-TFA), and equipped them with skills to develop and monitor their national implementation plans, giving them a solid foundation to effectively execute their roles. Once the implementation plans are executed they move the countries to full compliance with the WTO-TFA. The committees also developed training and communication plans which will be followed for their future capacity building for their engagement with stakeholders.

³ Ness-Edelstein, Betsy, 2017. "Impact of Administrative Barriers on Time and Cost to Trade in West Africa." Bethesda, Maryland, USA: Abt Associates.

2.2 SUMMARY OF MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

FY17 trade and transport enabling environment activities tackled five broad issues which, taken together, have the potential to improve the enabling environment for transport and trade in our target value chains: 1) ETLS requirements 2) Implementation of the WTO-TFA 3) Long-term development of trade corridors compliance, 4) Time and cost to trade along specified corridors, and 5) Documentation requirements.



On August 28, Trade Hub staff met with representatives from the ECOWAS Commission and other regional stakeholders at Trade Hub offices in Accra to move forward with the development of the ETLS Scorecard. Photo credit: Ms. Rebecca Weaver, Trade Hub.

2.2.1 ETLS REQUIREMENTS

Successfully persuaded four governments to remove requirements for Certificates of Origin for trade of unprocessed agricultural products

In FY17, the Hub's Kossi Dahoui convinced four national governments to remove requirements for traders to produce Certificates of Origin for trade in raw agricultural products within the ECOWAS zone. This requirement flouts ETLS regulations and impedes growth in intra-regional trade as it increases time and cost for trade in unprocessed agricultural products. Togo, Benin, Mali and Guinea-Conakry dispensed with the COO requirement, joining Côte d'Ivoire and Burkina Faso, which eliminated the requirement in 2015 and 2016 respectively. Efforts are underway to persuade the governments of The Gambia and Guinea-Bissau to dispense with the COO in compliance with the ETLS protocol.

Developed a framework for implementation of the ETLS Scorecard

The ECOWAS Trade Liberalization Scheme (ETLS) is a West African regional protocol agreed upon by all member states to improve intra-regional trade and achieve a Free Trade Area (FTA). Despite the long existence of the ETLS, full implementation has lagged in member states due to lack of compliance

with agreed requirements. The ECOWAS Commission has emphasized the importance of member states' compliance to the overall success of the ETLS.

To that effect, the Commission is working to put in place a mechanism to monitor the implementation of the scheme in member states and encourage countries' compliance to the protocol. USAID/West Africa suggested that such a process could start with the implementation of an ETLS Scorecard and requested the Trade Hub support the ECOWAS Commission in realizing this goal. Since December 2016, the Trade Hub, led by Chongo Mukupa, the Trade Hub's Trade and Transport Enabling Environment Specialist, has teamed with the Customs Directorate of the ECOWAS Commission and the USAID-funded Program Food Across Borders (ProFAB) to create a scorecard.

First, the Trade Hub developed a framework for implementing the scorecard by identifying pre-requisites to facilitate its successful publication and sustainability. With the ECOWAS Commission and ProFAB, we solicited and received technical support in April 2017 from USAID's East Africa Trade and Investment Hub (EATIH) to share lessons from the experience of the implementation of the East African Community (EAC) Common Market Scorecard, which has helped improve compliance to common market protocols there.

The group then formulated Terms of Reference (ToRs) and hired consultants to undertake the study and formulate the framework for implementing the scorecard. From June to August, these consultants collected information and views from stakeholders in eight of the 15 ECOWAS Member States. They also met with staff from key departments and directorates of the ECOWAS and UEMOA Commissions and with the Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel (CILSS) to understand how their data could be used in the scorecard. On August 28, the consultants presented their proposed framework for the scorecard to USAID/West Africa, Trade Hub, ECOWAS and ProFAB, which includes:

1. ETLS legal provisions to which member states must abide to be in full compliance
2. Indicators to measure member states' levels of compliance with ETLS provisions
3. A proposal for putting in place a legislative instrument or administrative procedure to ensure sustainability of the scorecard through sustainable funding

The framework is undergoing refinement as the consultants incorporate comments from stakeholders. Documents will be submitted to the Trade Hub for onward transmission to the ECOWAS Commission in the next quarter.

2.2.2 IMPLEMENTATION OF THE WORLD TRADE ORGANIZATION'S TRADE FACILITATION AGREEMENT

Concluded a capacity-building program for National Trade Facilitation Committees (NTFCs) in Côte d'Ivoire and Senegal



Stakeholders met in Grand Bassam, Côte d'Ivoire, June 13-16, 2017, for a special working session focusing on the preparation of an action plan that will ensure the implementation of some twenty trade facilitation provisions. These provisions are intended to provide transparency and predictability to imports, exports and transit.

In September 2016, a comprehensive long-term capacity-building program for NTFCs in Senegal and Côte d'Ivoire took off, conducted by Chongo Mukupa in collaboration with the United Nations Conference on Trade and Development and the International Trade Centre. Prior to the launch, the Trade Hub worked with these NTFCs to identify training needs for capacity-building programs in each country. The Trade Hub helped organize a total of four workshops in each country, involving interactive presentations from UNCTAD, ITC experts, and NTFC members. Trainings also included group exercises to instill NTFCs' ownership of activities and accompanying results, promoting sustainability. In summary, the trainings produced the following results:

- Raised NTFCs' level of understanding of the **importance of trade facilitation** for countries' economies and the importance and objectives of the World Trade Organization–Trade Facilitation Agreement (WTO-TFA).
- Conveyed the importance of a **strong legal basis** to give NTFCs effective mandates to implement the WTO-TFA. Further, members fully appreciated their roles in realizing the objectives of the agreement, which resulted in reforms to existing legal instruments for committees in both Côte d'Ivoire and Senegal. During the March 14-16 workshop, the legal instrument (Arrêté) that established the committee in Senegal was revised by the NTFC under the guidance of UNCTAD experts to make it more appropriate for the role of the committee in implementing the agreement. In Côte d'Ivoire during the March 7-9 workshop, the terms of reference for internal organization and management of committee activities were revised by the NTFC with assistance from UNCTAD experts, making them more adapted to tasks and the operating situations of the committees.
- Under the guidance of UNCTAD and ITC experts, NTFCs developed **multi-year implementation plans** for their Category B and C measures⁴ after being trained on the legal implications of the measures, evaluation of current levels of compliance and remaining work to be carried out by each country to achieve full conformity with the WTO-TFA. The implementation plans are critical for countries to demonstrate their determination and commitment to comply with

⁴ The TFA contains provisions for expediting the movement, release and clearance of goods, including goods in transit. The agreement has several provisions which WTO member countries are expected to implement to be in compliance with the agreement. These are divided in categories as follows: Category A contains substantive provisions that countries have reported as already achieved, Category B lists provisions the countries implement themselves after a transitional period and Category C contain provisions that countries have designated for implementation after a transition period with technical assistance.

requirements of the WTO-TFA.

- NTFCs gained an understanding of the importance of **monitoring and evaluating** their work, especially the impact of trade facilitation reforms. Participants were shown techniques to benchmark their countries against their trading partners and were trained in the interpretation of international indicators on trade facilitation. This is important for the committees to relate their work with internationally monitored indicators and consistently evaluate how trade facilitation reforms affect the ranking of their countries by various indices.
- UNCTAD collected views from NTFC members to develop **training and communication plans** that will guide the NTFCs in their future capacity-building activities and engagement with stakeholders. These plans were validated at the last workshops in August and September for Côte d'Ivoire and Senegal respectively.

Though some work remains to be done as has been identified in future capacity development plans, the NTFCs are now in a better position to oversee the implementation of the WTO-TFA. With future technical support, NTFCs can now start implementing their multi-year Category B and C plans, training, and communications plans.

2.2.3 LONG-TERM DEVELOPMENT OF TRADE CORRIDORS

Developed ECOWAS' regional strategy and action plan for corridor management and development

The ECOWAS Commission has sought to improve the management of regional transport corridors to make them more efficient and improve West Africa's economic competitiveness. Since February 2016, the Trade Hub has worked with the ECOWAS Commission's Infrastructure Department to design and carry out a study to outline a regional strategy and action plan for corridor management and their long term economic development. In June 2016, the Hub and ECOWAS selected Corridor Development Consultants (CDC) to undertake the study.

Launched in November 2016, the study began with a desk review of literature and the submission of the Inception Report to the Trade Hub and the ECOWAS Commission. In February 2017, CDC collected necessary data and the views of 185 stakeholders representing 176 public and private organizations involved in trade and transport logistics sector across the region.

In mid-April, ECOWAS and Mr. Chongo Mukupa, together with experts from the ECOWAS Commission, reviewed and commented on the consultants' draft interim report. The consultants then submitted a revised draft interim report in July. Representative from ECOWAS member states and regional organizations involved in trade, transport and logistics sectors validated the interim report in a September 25-26 workshop. The interim report achieved the following:

1. Summarized the regional context and the status of key regional corridors, ECOWAS experience with National Transit and Transport Facilitation Committees (NRTTFC) and other corridor institutions, and experience and lessons learned from corridor institutions in other regions of Africa, Asia and Europe.
2. Proposed a corridor strategy for coordinating policy interventions and activities in transport operations and economic development, as well as for managing and developing infrastructure.
3. Presented a 10-year action plan for implementing the regional corridor strategy.
4. Analyzed the financial viability of corridors and their related projects

This work will be finalized in October 2017, when participants from the September workshop will reconvene to affirm their contributions to the interim report and validate additional outputs of the draft

final report, which will include:

1. A priority list of corridors ready to implement Corridor Management Institutions (CMIs),
2. Recommendations for a regional coordination mechanism for CMIs,
3. A generic template of Terms of Reference for forming a CMI on West African Corridors, and
4. Proposed implementation approaches for the Abidjan-Ouagadougou Corridor and one other corridor as mutually agreed defining necessary steps in establishing CMIs and a financing model for their sustainability.

Defining a regional strategy and action plan is an important step for the region as it provides a basis for improving the transport sector through improved coordination on infrastructure, transport facilitation and economic development projects. Final outputs; the report, the strategy, action plan and all components developed and validated at interim and final stages, will be handed over to the ECOWAS Commission for their further action to start implementation.

2.2.4 TIME AND COST TO TRADE ALONG SPECIFIED CORRIDORS

Carried out a study on time and cost to trade of requiring Certificates of Origin

Following the successful elimination of requirements of the Certificate of Origin in Côte d'Ivoire, Burkina Faso, Togo, and Benin, the Trade Hub launched a survey on time and costs incurred in meeting requirements to show a COO in these four countries as well as The Gambia, Guinea-Bissau, Guinea Conakry, and Mali, which at the time were still requiring COOs for unprocessed agricultural products exported within the region. The selected survey research firm, Consumer Insights Consult (CIC), began work in February 2017 with Abt Associates' study director Betsy Ness-Edelstein, the CIC and Trade Hub manager Kossi Dahoui conducting the training of Beninois and Togolese enumerators in Lomé. The Hub organized the same training on March 2-3 in Bobo-Dioulasso, Burkina Faso, for enumerators covering Burkina Faso, Côte d'Ivoire, Guinea Conakry, and Mali, and in Ziguinchor, Senegal on March 6-7 for enumerators for The Gambia and Guinea-Bissau.

Traders along primary corridors are required to obtain a COO for half of their shipments. Each time, it costs them an average of 15 hours and \$41.74 just to get that one document. Traders reported that obtaining the COO requires its own, separate process, so they can't obtain the COO while meeting other requirements.

Following the training, the enumerators met with traders, agents, and drivers at borders, and main cereals and livestock markets to collect data on tablets programmed by CIC. The survey covered 290 traders, freight forwarders, and drivers who trade in 15 common agricultural and livestock products within the ECOWAS region. Released in July 2017, the report showed the effects on time and cost imposed by requiring Certificates of Origin contrary to ETLS regulations.

The findings have shown that ending illegal or ill-informed requests for the COO would save significant time and money and thus improve agricultural trade in the region. However, there is a need for widespread publicity on rules and regulations governing regional agricultural trade. The study found that only 14.8% of respondents were aware of any initiatives, changes, or reforms affecting the time and cost to trade across borders, including in the countries that have dropped the COO requirement within the past 18 months. Public awareness campaigns are the next step needed.

2.2.5 DOCUMENTATION REQUIREMENTS

Promoted mutual recognition of SPS certificates in the region

In FY17, Hub staff collected information on requirements for and barriers to mutual recognition of sanitary-phytosanitary (SPS) certificates in priority countries: Burkina Faso, Côte d'Ivoire and Mali. These are key corridors with some of the highest volumes of livestock trade in West Africa. ECOWAS regulations state that all member countries must recognize SPS certificates issued by any other member country to facilitate trade in cereals products throughout the region. Despite this regional agreement, however, mutual recognition is not universal. Traders and transporters are often asked to obtain and pay for additional certificates at border crossings, a practice that leads to higher trade costs. In March, June, and August, the Hub's Transport Specialist, Kossi Dahoui, visited Burkina Faso, Côte d'Ivoire, and Togo to gather information on SPS recognition (or non-recognition) practices. He also identified areas where the project could provide useful interventions. For more information about the Trade Hub's work in this area, please refer to the Livestock chapter.

3. LIVESTOCK

In previous fiscal years, the Trade Hub's work in the livestock value chain identified entry points where we can add value in this important and very tradition-bound value chain. Strong partnerships in supply countries—especially Mali and Burkina Faso—and new working relationships with important commercial importers in Benin and Côte d'Ivoire enabled us to achieve \$13.47 million in regional exports in FY17.⁵ We continued working collaboratively with the regional livestock confederation, Confederation des Federations du Bétail et de la Viande de l'Afrique de l'Ouest (COFENABVI-AO), and with national federations in several countries.

In both livestock and cereals value chains, the Trade Hub provides targeted training to regional partners and promotes new buyer-seller relationships. The project initially covered a large portion of the costs of these trainings, raising questions about ownership and overall sustainability. As with global value chains, the project's FY17 work plan included an important modification to our approach when working with partners to expand cost-share mechanisms for activities. Activities described below include financial and technical cost share from the partners, each of which required significant negotiation. An across-the-board formula for cost share and increasing partner ownership is not feasible; case-by-case discussions were able to make this happen.

Facilitated
over \$13.4
million in
regional
exports

3.1 KEY ACHIEVEMENTS/RESULTS

- **Facilitated \$5.7 million in sales in Benin for the 2017 Tabaski holiday.** The Hub worked closely with the livestock federations of Burkina Faso and Benin to establish new points of sale for small ruminants during the run-up to this year's holiday. We helped establish new commercial relationships to foster direct transportation and marketing of animals. From August 28 to September 7, Sahelian traders moved more than 53,377 animals from Burkina Faso to Benin. This event also led to a long-term contract between companies in Burkina Faso and northern Benin.
- **Delivered support to networks of cattle fattening enterprises in Niger, Mali and Burkina, resulting in \$12.4 million in sales, including \$7.7 million in exports.** We expanded assistance this fiscal year to upgrade data-gathering abilities of cattle-fattening enterprises in these three Sahelian countries. As a result, the owners of the fattening enterprises are maintaining clearer, more comprehensive business records. They are also profiting from demographic trends—including rising incomes in cities in the Sahel—which is raising demand for their more expensive, value-added products like premium cuts of fattened beef and specific cattle breeds indigenous to the Sahel.

⁵ Additional significant sales were achieved, but documentation did not arrive in time for this report, and will be included in the next quarterly report.

- **Facilitated negotiation of contracts for fattened animals between the Burkina value chain and clients in Côte d'Ivoire and Benin.** The contracts provide fattened animals that are slaughtered in Burkina Faso and then transported by refrigerated trucks to buyers in the end-user countries.
- **Organized two workshops to promote mutual acceptance of veterinary certificates by Burkina Faso, Côte d'Ivoire and Mali.** The first workshop increased understanding by private sector traders and public sector officials in the three countries about the impact of sanitary and phytosanitary (SPS) harmonization and simplification of the regional livestock trade. Participants in the second workshop developed a draft veterinary certificate to be accepted by the three countries, with an advocacy plan and proposed Memorandum of Understanding to secure political agreement for mutual acceptance.

3.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

3.2.1 EXPANDED MARKETS FOR LIVESTOCK TRADE DURING OPERATION TABASKI 2017

In 2015 and 2016, the Hub successfully supported Malian and Burkinabé livestock sellers to establish new markets in Senegal and Côte d'Ivoire for sheep and cattle for Tabaski. Because this important Islamic holiday gives livestock traders their biggest single market of the year, it is crucial to their livelihoods and can play a significant role in expanding sales opportunities.



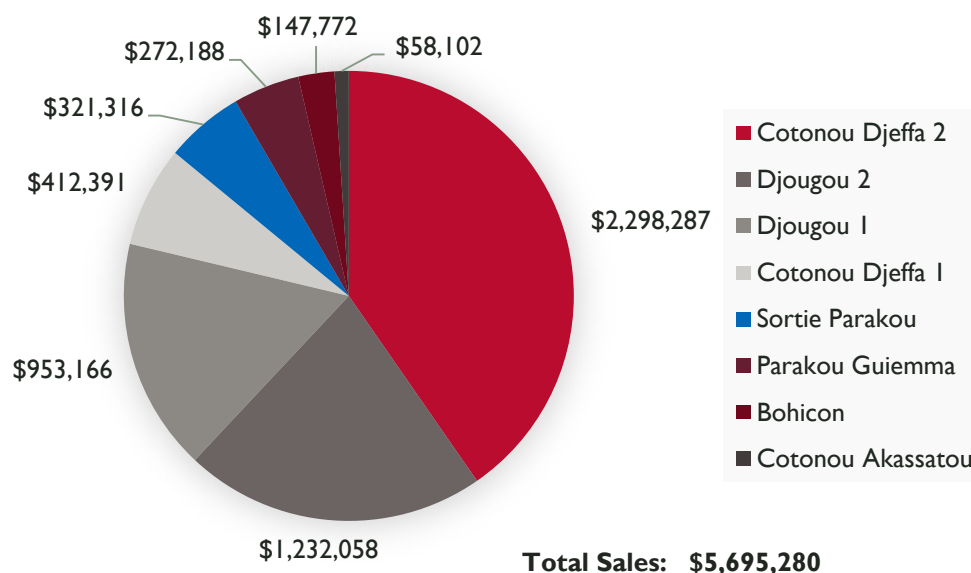
Trade Hub Livestock Value Chain Specialist Dr. Seydou Sidibe (third from right) interacting with traders and buyers in one of the new livestock markets in Benin created to sell animals ahead of the 2017 Tabaski festival. Photo credit: Mr. Jean-Didier Nacoulma.

To organize “Operation Tabaski” for the first time in Benin, the Hub’s Livestock Specialist, Dr. Seydou Sidibé, and Capacity Development Specialist Jean-Didier Nacoulma, worked with the Burkinabé and Beninois livestock federations to identify new sales points during the 2017 holiday period. Before Tabaski, which fell on September 1 this year, the Hub completed the following activities:

1. August: Project staff and Beninois livestock traders decided on promising locations for new points of sale and then traveled to these markets to meet with commercial traders and political and municipal authorities. During these meetings, Trade Hub staff explained how such markets would function, and secured the traders' and authorities' agreement to establish and manage Tabaski markets in their locations.
2. August 25–Sept. 1: Trade Hub staff held a workshop in Cotonou to review the sales data collection with 10 data collectors based at the new points of sale within Benin. During the Tabaski sales season, the data collectors sent daily summaries of sales by SMS to project staff.
3. August 28–Sept. 5: A project team visited each new sales point to monitor sales and collect documentation of sales.

In late September, the Trade Hub calculated and analyzed transaction data gathered by various data collectors, taking into account Hub staff observations, as presented below. The table presents sales data from these markets.

Figure 1: Sales Data from New Tabaski Markets



Project staff met with the Beninois and Burkinabé livestock federations to select new sales points and with different Burkinabé traders from the larger livestock markets to identify traders able to expand and trade directly at the new sales points within Benin. The Hub organized a trade mission with the Burkinabé and Beninois federations to meet authorities at these new sites and identify individuals to support the required logistics within each market. The Beninois and Burkinabé livestock federations also agreed on the total amount of livestock for each market, after which the traders began negotiating price and specific number of animals to be bought and sold. New sales points included localities on the outskirts of Cotonou that provided access for the peri-urban population to acquire small ruminants more quickly and cost-effectively.

Mr. Massamba Dieng, the Trade Hub's Monitoring & Evaluation Specialist provided training on the required data to be collected, including documentation of the different transactions at each market. During the week prior to the actual holiday, a Trade Hub team visited each new sales point and monitored data collection. The amount of transactions was significant. Burkinabé sellers and Beninois buyers agreed that Operation Tabaski was a positive "win-win" situation. More importantly, both buyers and sellers expressed the intention to follow the same methodology during the 2018 Tabaski

holiday. The sellers did have to pay additional surcharges to local authorities at these new sales points, so for continuation of this program in future years, stakeholders will have to address these surcharges as an impediment to trade.

3.2.2 EXPANDED ASSISTANCE TO THREE FATTENERS' NETWORKS IN THE SAHEL

In FY16, the Hub facilitated creation of a Niger livestock fatteners' network, modeled on successful experiences in Mali and Burkina Faso during the first two years of the project. Few activities were organized after this launch, due to lack of resources and leadership within the national federation. To restart this initiative, representatives of the Burkina Faso livestock federation accompanied a Hub team to Niamey for a two-day workshop in November 2017 to share experiences from their own fatteners' network and develop a new action plan.

Approximately half of the original Nigerien participants from the initial workshop were present. An internal challenge within the value chain had emerged, due to differing views between the national federation and the ministry-created inter-professional organization. This conflict contributed to the lack of activity within the network. The Hub resolved this issue by dealing directly with the Nigerien national federation to move the network forward.

The workshop examined the establishment of the Burkina network and its subsequent successes to identify best practices. When the Burkinabé livestock traders came together to create the network in March 2015, it only represented 15 businesses. Now, more than 50 fatteners are sharing their commercial data, and the network reported sales of approximately \$7.5 million from 2015-2017.

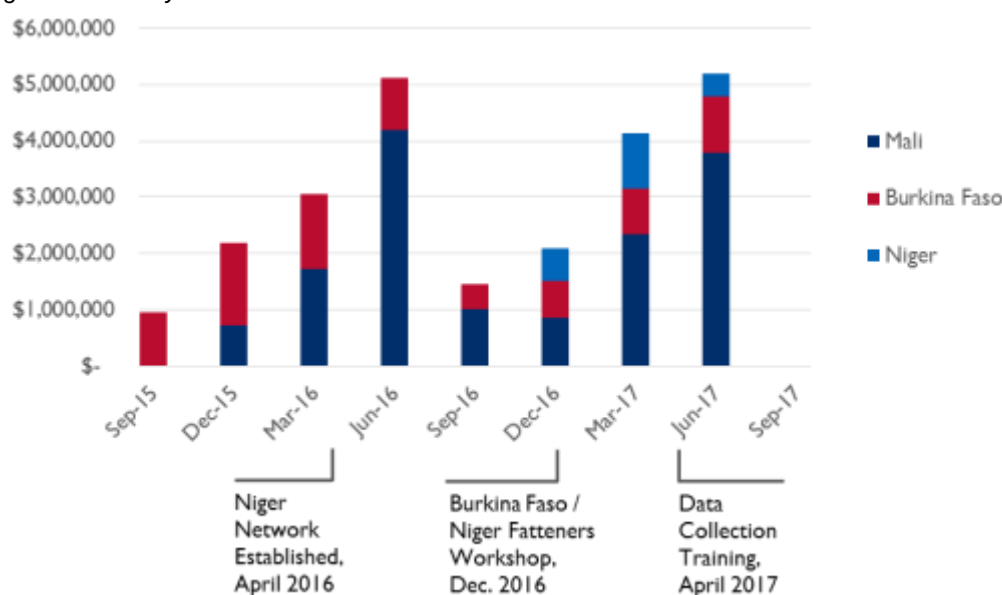
Participants in the workshop noted that the Nigerien businesses are individually well organized and have a solid understanding of how to fatten and sell animals. Some operators have established commercial relationships with buyers in key coastal markets such as Abidjan. During the second day, participants approved a revised structure for the network, including new focal points in certain regions and a new coordinator to take responsibility for data collection. More importantly, the federation renewed its commitment to continue to communicate within the network about future business opportunities.

Contract for data collection for three networks of fatteners

The Trade Hub sub-contracted COFENABVI to provide quarterly reports about the national sales and exports from each of the fatteners' networks supported either directly by the Trade Hub or indirectly via the grant to COFENABVI, which ended in April 2017. The quality of these reports has steadily improved based on regular interaction with project staff. Most recently, the Hub's M&E team adjusted the reports to reflect documentation requirements per the Data Quality Assessment (DQA) completed by a U.S. contractor for the project in the first quarter of FY17.

The figure below summarizes sales by the three networks in FY17. Key Trade Hub support is identified below the graph.

Figure 2: Sales by the Three Fatteners' Networks in FY17



3.2.3 PROMOTED MEDIUM-TERM (SIX MONTH) CONTRACTING RELATIONSHIPS FROM THE SAHEL WITH COASTAL COUNTRIES

Ghana small ruminant trade mission to Burkina Faso

In December 2016, the Hub supported a five-member delegation of livestock traders from Ghana who work mainly in the small ruminant sector to visit three markets in Burkina Faso: Pouytenga, Djibo and Kaya. Previous Trade Hub research identified a large regular flow of small ruminants, primarily goats, from Burkina Faso to Ghana. The Ghana traders say they deal with significant road harassment and other problems during transport. There has never been a formal meeting between the two livestock federations in Ghana and Burkina Faso to better plan and coordinate this annual trade flow, estimated at more than 500 head per week.

Discussions at each locality focused on three end-user markets in Ghana and coordinating transport from the three markets in Burkina Faso to Ghana. Negotiations focused on immediate sales for the end of the year and on potential year-long contracts based on the number of trucks that transport livestock each week. Project staff facilitated these discussions and offered to develop a standard contract to serve as the basis of these sales.

Burkinabé livestock network contract to sell meat in Côte d'Ivoire

The Trade Hub facilitated site visits in FY17 between the International Society of Sausages and Cured Meats of Côte d'Ivoire (SICS), the Burkina Faso Fatteners' Network, and other potential partners to discuss contracting for steady orders of large quantities of beef and mutton between Burkina and Côte d'Ivoire. This promising deal has many pieces in place, including a successful initial shipment, but was thrown off track by political and security problems in Côte d'Ivoire and has yet to be fully established.

SICS was founded in 1968 by a Belgian and bought in 1998 by a group of Ivorians. During the B2B visit to Burkina Faso in March 2017, SICS met with the Fatteners' Network, which would provide the livestock; General Meat, the refrigerated abattoir where the livestock would be butchered and the meat would be stored prior to transport; and SOFIVIA-BF, the private company that would transport and export the meat. SICS agreed to contract with the Fatteners Network to supply fresh meat from 20 cattle, 50 sheep and, if possible, two tons of beef fillet from Burkina Faso per week. SICS would also approach supermarkets in Abidjan to consider group purchases of up to 40-50 tons of meat per week.

SICS committed to approach the Ivorian authorities to facilitate the transport of meat from Burkina Faso to Côte d'Ivoire. If these negotiations were successful and road harassment stopped, SOFIVIA-BF agreed to begin deliveries. If SOFIVIA-BF could organize the delivery, the Fatteners Network would supervise the farmers who will supply the livestock and interface between them and the meat processors.

If these conditions are met, payoffs for Burkina livestock owners could be substantial. SICS agreed to purchase 10 tons of meat/week over a period of one year. The contract was signed in May, but as of the end of FY17, the deliveries had not yet begun. Following the successful delivery of the first 10 tons of meat, SICS will lead a consortium of companies from Côte d'Ivoire, including supermarkets Prosuma and Carrefour, to negotiate an expanded contract for up to 40 tons/week of meat as part of a longer-term contract.

During finalization of the contract to provide up to 30 metric tons per week of beef to the Ivorian customer, discussions expanded to include a private slaughterhouse in Burkina Faso, which resulted in a separate agreement to collaborate on this initiative, including use of the slaughterhouse's refrigerated trucks.

An initial shipment was completed successfully in May 2017. Buyer and seller accompanied the truck carrying the beef to Abidjan. They carried written agreements from Burkinabé authorities to reduce the potential road harassment that often hampers livestock shipments.

Unfortunately, after the successful initial shipment, political unrest in Côte d'Ivoire in late May and early June delayed start-up of these weekly shipments. Though calm has since been restored, work remains to continue the shipments. A related activity was the convening of meetings in April 2017 between the Burkinabe slaughterhouse, the national livestock federation, and the network of animal fatteners, which promoted the participation of the network to provide fattened animals to the slaughterhouse and thus be incorporated into this medium-term regional contract.

Discussions led by Mr. William Noble, the Trade Hub's Value Chain Team Lead, and Dr. Seydou Sidibé, Trade Hub's Livestock Specialist with the slaughterhouse in August 2017 reflected their commitment to initiate regular shipments, but no start date has been confirmed. The project has devoted effort to brokering this contract because of its potential transformative impact on the way livestock is traded in the region. A successful series of transactions (shipments transported and delivered) would provide a clear example of how professional commercial trade can take place despite the constraints that have existed within this value chain during the past thirty years.

Support for a medium-term contract to supply meat from Burkina Faso to Benin

Negotiations were held between Burkinabe sellers represented by SOFIVIA-BF and a Benin buyer for the provision of up to five metric tons of beef, sheep and guinea fowl per week. The buyer, Quali Viande SARL, is based in Parakou, northern Benin and has its own refrigerated trucks. At the end of FY17, the buyer was installing a larger refrigeration facility to accommodate the amount of slaughtered animals. This buyer worked with the Trade Hub and its Burkinabé partners during Operation Tabaski, as one of the new sales points was in Parakou.

Mutual acceptance of SPS certificates to speed livestock sales between Burkina Faso and Mali to Côte d'Ivoire

To reduce delays in cross-border trade, two workshops this fiscal year—in Abidjan in April 2017 and in Bobo Dioulasso in September 2017—promoted mutual acceptance of veterinary certificates for the livestock value chain between Burkina Faso, Côte d'Ivoire and Mali. The Trade Hub worked with COFENABVI and the Burkinabé, Malian and Ivorian livestock federations to organize these workshops.

The April workshop centered around technical discussions of a consultant's document that analyzed current agreements on SPS documentation acceptance per ECOWAS and UEMOA. One outcome of this workshop was to assign responsibility to each national actor to follow up on next steps, reinforcing the regional solidarity expressed during the workshop and communicating it within the national structures for the livestock value chain.



Transport Facilitation Specialist at the Trade Hub Mr. Kossi Dahoui (middle) reiterated the need to develop an action plan to mutually recognize veterinary certificates among the three countries and called on the various country representatives to share the plan with stakeholders at various levels in their respective countries for implementation. Photo credit: Ms. Jessie Lafourcade, Trade Hub.

At the September event, participants from Burkina Faso, Côte d'Ivoire and Mali drafted the following:

- Model of a veterinary certificate for live animal and processed meat products to be used in support of regional trade.
- Draft protocol of cooperation between the veterinary services of Burkina Faso, Côte d'Ivoire and Mali.
- Advocacy plan for formal agreement between the three governments concerning mutual recognition and acceptance of one veterinary certificate to be used in regional trade.
- Action plan with dates for key activities to be completed by specific actors within each country.

COFENABVI will be tasked with coordinating communication and following up on specific actions. The large contribution of this process is its focus on principles of governance and transparency between member states.

3.2.4 DEVELOPED MIS PLATFORM FOR COFENABVI WITH CILSS

The Trade Hub worked with COFENABVI and an information technology (IT) company, Image-AD, to design, create, and launch an MIS platform for the sector. Image-AD created the platform; data collectors and administrators in seven countries were trained by Image-AD and received smart phones. However, the formal launch of the platform was delayed due to COFENABVI's limited ability to fully manage and fund this effort. The Hub, Image-AD, and COFENABVI held meetings in early FY17 on ways to incorporate this platform into other regional efforts to collect and manage market information. The Comité Inter-Etats de Lutte contre la Sécheresse dans le Sahel (CILSS) participated in the meetings, as the organization has expressed interest in working with this platform. Housing the platform at CILSS would expand its data collection program on trade flows and prices of key commodities. This long-standing program has not yet been digitized, but resources are now available for this effort.

Sustainability is the main challenge. As with many MIS systems, subscription possibilities and fund-raising to cover costs for COFENABVI's system have not met expectations. Payment for data collectors has not been consistent; approximately half of the 105 people trained on data collection were not in a position to actually complete this task. COFENABVI raised concerns about quality of smart phones for the data collectors. A larger challenge is no COFENABVI staff has the required IT skills to maintain a

platform without regular support from a technical contractor. So incorporating this platform within CILSS—which has trained IT staff and financial resources to maintain it—was a priority.

A technical planning meeting between the Trade Hub, COFENABVI and CILSS resulted in initial agreement to incorporate this platform into an expanded CILSS platform to be launched in 2017. Negotiations centered on proprietary issues about the base software used by the IT contractor to develop the platform for COFENABVI, which wants to maintain its ownership and management of this tool. Final discussions were ongoing at the end of the fiscal year.

4. CEREALS

During FY17, in line with our mandate to increase the competitiveness of the cereals value chain, the Hub continued to train and support traders to encourage them to adopt formalized trading practices and better understand the importance of adhering to quality standards. Through regional workshops and cereals exchanges, organized in conjunction with Afrique Verte and the West African Grain Network (WAGN), our goal has been to demonstrate how more formal regional trade can contribute to improvements in efficiency and competitiveness. As with many behavior change efforts, use of contracts has been slow to take hold, but some traders have adopted the new practices and are setting an example for others. In addition, the cereals exchanges have helped WAGN, still developing as an organization, better understand how it can provide useful services to its members by building their skills and encouraging professionalization.

Facilitated \$6.2 million in transactions at regional exchanges

As in the livestock sector, all activities in the cereals sector led by Cereals Specialist Kokou Zotoglo during FY17 applied the cost-share principle whereby partners provided financial support to activities. Negotiations about cost share were on a per-activity basis as there is no one “size fits all” approach that is applicable.

4.1 KEY ACHIEVEMENTS/ RESULTS

- **Facilitated \$6.2 million in executed transactions from contracts signed during Hub-supported regional cereals exchanges, including \$741,000 in exports.** Working in close collaboration with Afrique Verte and WAGN, the project organized two cereals exchanges in FY17 to bring together sellers and buyers and encourage more formal trading in this sector. The exchanges—in Mali in March for Sahelian countries and in Togo in July for coastal countries— included sessions to discuss common issues and challenges, and for cereals actors to negotiate contracts. The Hub also delivered training on grades and standards. These events together resulted in 92 signed contracts for more than 100,845 metric tons of produce.
- **Conducted a survey of agro-industrial businesses** in four countries and organized a business forum in Côte d'Ivoire to multiply formal linkages between these large, industrial processors and commercial stakeholders in the value chain.
- **Piloted a program in Benin for aflatoxin control** and management working with ECOWAS, IITA and USAID SPS experts.
- **Encouraged wider use of formal contracting processes and improved business practices for cereals transactions.** With Trade Hub support, national cereals associations held cascade training in Ghana (92 participants), Togo (63 participants), and Burkina Faso (30 participants).
- **Strengthened WAGN's capacity to deliver services to its members.** While working with WAGN on the cereals exchanges and cereals-contracting workshops, the Hub was simultaneously building the network's capacity to host events and provide member services. We discussed future cereals exchanges with WAGN and Afrique Verte and helped the two organizations develop plans for WAGN to host in FY17 and 18.

4.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

4.2.1 IMPLEMENTED STRATEGIC, FOCUSED APPROACH TO CEREALS EXCHANGES

The Trade Hub's approach to facilitating cereals transactions has been to create limited "real-time" opportunities through cereals exchanges that culminate in buy and sell positions and contracts. The Hub's partner Afrique Verte has then followed up with the buyers and sellers to ensure that the transactions are completed. The Hub's incremental approach builds off a "bazaar" model to include best practices such as written contracts and adherence to grades and standards, while trying to connect the industrial sector with traders. We modified this strategy during FY17 to encourage WAGN to take ownership of the process by disseminating model contracts and information on grades and standards prior to the exchanges, and by organizing the actual outreach and market linkage B2B exchanges.



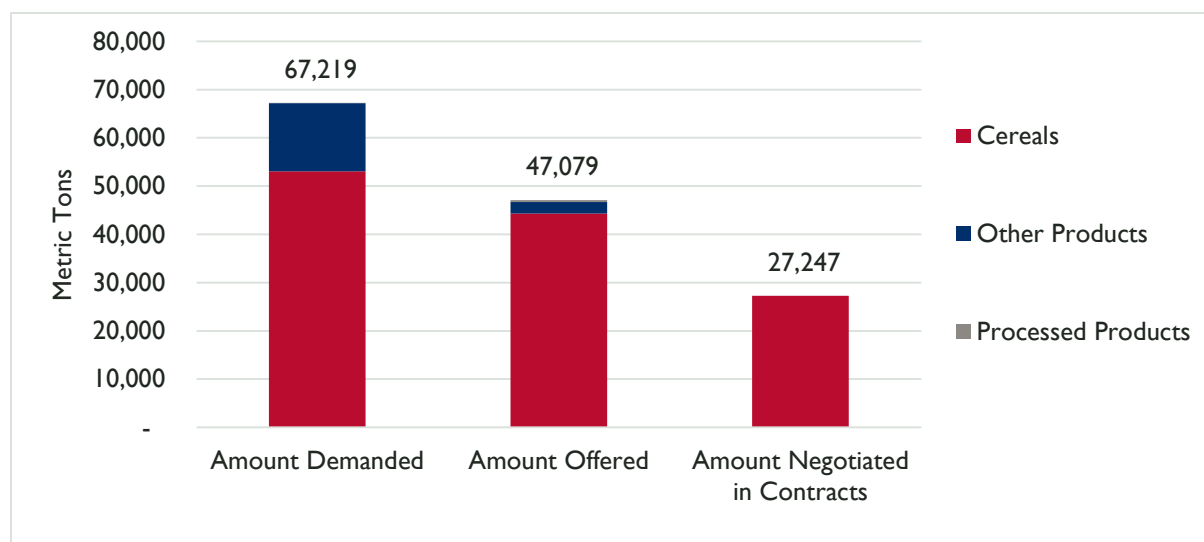
Sixty producers, processors, and traders participated in the sixth cereals exchange held in Lomé, Togo. Buyers and sellers signed thirty contracts for 72,057 tons of grains and legumes worth an estimated \$18.73 million. Photo credit: Ms. Maria Gwira, Trade Hub.

The exchanges organized during FY17 included a refined geographic scope to reduce cost and increase WAGN's and Afrique Verte's ability to provide the required cost-share support. Each exchange targeted inland and coastal subsets of mostly contiguous West African countries.

Sub-regional cereals exchanges

Mali Cereals Exchange. The Trade Hub's fifth regional cereals exchange took place in Bamako in March 2017 with participants from Burkina Faso, Guinea, Mali and Niger. Afrique Verte collected the offers two weeks prior to the exchange, when the Trade Hub's partner, asked participants to complete offer sheets and return them to the organizers. Offers were then entered, recorded and compiled in the database previously designed for this purpose. The presentation in plenary validated the results of the negotiations, as presented in the table below.

Figure 3: Offers and transactions agreed at the Bamako Cereals Exchange, March 2017



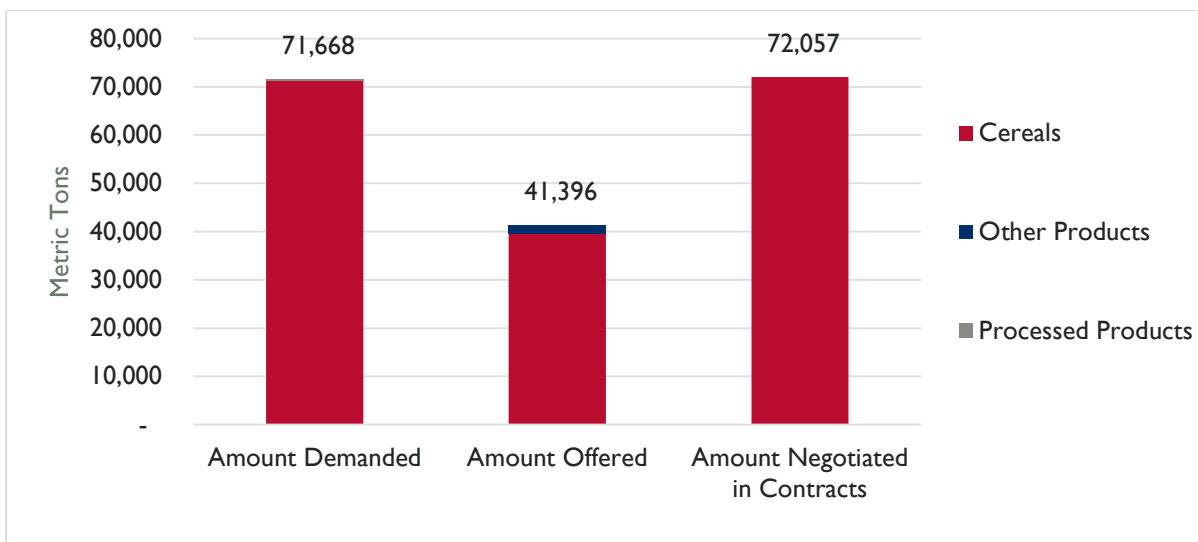
Fifty cereals traders attended in addition to outside agencies such as the West African Economic and Monetary Union (UEMOA), Mali’s Ministry of Commerce, the World Food Programme (WFP) and USAID/Mali’s Cereals Value Chain (CVC) project. The Mali Chamber of Commerce was an unofficial sponsor. UEMOA gave an overview of the proposed virtual agricultural products exchange. Afrique Verte summarized the amount of products available for sale and amounts being sought.

The Mali exchange was far more demand-driven than previous exchanges, and the amount available for sale was three to four times greater than the amount being sought by buyers. In Bamako, the amount available for sale (47,079 MTs) was lower than the amount for purchase (67,219 MTs). Results from the event bore out this trend: 60 signed contracts (or “intentions to transact”) for a total tonnage of 27,247 MTs. In other words, 58% of the available product was “sold” at this event—the highest percentage ever recorded at any event.

The higher demand was due in part to the smaller scale of this event and the time of year, as the Sahel is entering the “hunger season,” when cereal stocks dwindle prior to the next planting season starting in May and June. But it also reflects a more sophisticated perspective of these operators as they approach this trading opportunity. Virtually every participant at this event had attended at least two, if not all four, of the previous cereals exchanges. Being more accurate in projecting needs and stocks, meeting standards, and available to transact are a logical consequences of improved business practices and learning and adopting new techniques and technologies over time. Afrique Verte monitored these transactions as part of its ongoing subcontract with the Trade Hub to confirm those contracts signed at cereals exchanges are in fact executed (defined as product delivered to the buyer and payment received by the seller).

Togo Cereals Exchange. In July, the Trade Hub supported WAGN and Afrique Verte to organize the sixth regional cereals exchange in Togo focused on the coastal countries of Benin, Côte d’Ivoire, Ghana and Togo. Afrique Verte provided limited technical assistance to organize different offers to buy and sell submitted by the participating traders. Because this exchange took place in Lomé where the WAGN Executive Secretariat is based, WAGN’s entire staff played an expanded role. More importantly, this event promoted and confirmed WAGN’s ability to organize future sub-regional exchanges. Results are below:

Figure 4: Offers and transactions agreed at the Lomé Cereals Exchange, July 2017



Several other regional project representatives presented at the Lomé exchange, including:

- Le Comité Permanent Inter-Etats de la Lutte contre la Sécheresse dans le Sahel (CILSS), about their soon-to-be launched web site to monitor agricultural markets and trade flows.
- Agence Régionale pour l'agriculture et l'alimentation (ARRA), the ECOWAS Agricultural Directorate, on the regional Food Security Reserve
- USAID's Food Across Borders Program (ProFAB) about their program to expand agricultural trade within the region.

Completed monthly monitoring of contracts from cereals exchanges

Since contracting with the Trade Hub in August 2015, Afrique Verte has completed monthly follow-up for all signed "intentions to transact" from exchanges to identify the number and amount of contracts executed, as summarized below. Trade Hub staff also conducted follow up data collection on the results of cereals exchanges in the countries not covered by Afrique Verte, such as Côte d'Ivoire, Senegal, Ghana, and Togo.

Table 2: Results from Hub-organized Cereals Exchanges FY17

Quarter	Exchange workshops	# of contracts Signed	Volume of metric tons	# of Contracts Executed	Volume of metric tons	Value (US\$)
Quarter 1				18	6,671.28	\$1,303,651.4
Quarter 2	Bamako	62	28,788	21	5,294.05	\$971,201.73
Quarter 3				23	3,086.9	\$785,527.4
Quarter 4	Lomé	31	71,000	12	12,266.01	\$3,174,852.06
Totals		93	99,788	74	27,318.3	\$6,235,232.6

- Average MT/signed contract = 1,073 MT
- Average MT/executed contract = 369 MT
- Average value of executed contract = \$84,260

- Executed contract as percentage of signed contracts = 80%
- Executed contract MT as percentage of signed contract MT: 28%

4.2.2 SURVEYED AGRO-INDUSTRIAL SOURCING SYSTEMS IN FOUR COUNTRIES AND ORGANIZED REGIONAL BUSINESS FORUM TO EXPAND FORMAL COMMERCIAL LINKAGES

Assessment of cereals companies

To increase formal trade between the regional value chain and larger cereals buyers, Mr. Kokou Zotoglo visited cereal producers and industrial food processors in Senegal, Mali, Côte d'Ivoire, and Benin in October and November 2016 to assess how they source the grains they need for their businesses. The companies interviewed included animal feed processors, infant food processors, flour and grits-processing firms, breweries, and other large-scale cereals processors.

Findings released in February 2017 showed that while there are differences in sourcing grains for industrial processing, the overall preference is to source on the international market. The reasons are three-fold: price, quality, and ability to deliver on an agreed-upon schedule. The Trade Hub has conducted four regional workshops during the past two years to promote contracting as a best practice. The most important success factor is commitment by both parties to a contract to comply with its provisions. This is a key behavior change that must take place throughout the value chain. In Senegal, the larger industrial processors source primarily from outside of West Africa (due to quality, volume, consistency, timing, and adherence to commitments problems within West Africa)⁶, limiting the number of entry points for the Trade Hub to expand commercial linkages between the industrial sector and the cereals traders. A large cooperative of primarily women-managed enterprises in Senegal sources cereal within the national market and exports a large portion, but the rest of the industrial sector tends to source from the international market.

A new partner, Group Domak, is one example of how a more integrated regional supply chain could evolve. This company in Côte d'Ivoire has a large silo for storing cereals, as well as commercial cleaning and drying facilities. With the Trade Hub's engagement, it is preparing its facilities to render services to other companies in the cereals sector. Increasing cereal traders' access to these services could improve their ability to market their products to the industrial sector, but it would increase the cost of trading grain regionally as they would need to include the cost of this cleaning in their pricing structure. Health risks are also a concern: there have been opportunities in the past in Côte d'Ivoire and Burkina Faso for national traders to provide raw materials to breweries, but testing showed unacceptable levels of aflatoxin in the grain and the deals fell through. The project is tackling this challenge with cereals traders and processors by improving their understanding of how aflatoxin develops and how it can be controlled.

Agro-industrial processors forum in Abidjan

As a follow on to this assessment, the Trade Hub organized a business forum in Abidjan in July 2017, which included the participation of agro-industrial processors and commercial cereals traders from six countries. After reviewing the findings and recommendations from the Trade Hub survey, participants discussed ways to establish and increase formal commercial linkages. Two panels discussed the

⁶ [Establishment of Commercial Relationships between Agro-industries and Cereal Wholesalers in West Africa, Zotoglo, Kokou, USAID/West Africa Trade and Investment Hub](#)

challenges to sourcing in the region from the industrial processors' perspectives and different approaches to facilitate cereals trade with them.

Following the panels, two groups of industrial processor representatives and traders identified possible ways to address the challenges. Solutions included: reducing aflatoxin contamination, establishing a mechanism to ensure traceability in the cereals value chain, improving logistics and transport, increasing prices, improving access to finance, respecting norms and standards, training and raising awareness of good practices to reduce aflatoxin contamination, and partnering among actors in the cereal value chains.

The Forum was followed the next day with an Open House at Group Domak (see box above), which offers a unique set of services in final cleaning, storage and processing of grains. The company is a model cereal storage facility in Côte d'Ivoire and could even be promoted throughout West Africa. The visit reinforced to the Forum participants the importance of having their grain properly cleaned before it is traded. The CEO gave a detailed presentation of his services followed by a visit to the physical plant and the machinery available for cleaning, drying and warehousing.

4.2.3 PROMOTING AFLATOXIN CONTROL AND MANAGEMENT IN BENIN



Participants who took part in the aflatoxin training will in turn train others. Photo credit: Ms. Rebecca Weaver, the Trade Hub.

Aflatoxins—caused by certain molds that occur in soil, decaying vegetation, and grains—seriously hinder West Africa's regional cereals trade, and lead to dangerous health risks, including stunted growth, cancer, and death. The recent Trade Hub four-country [survey](#)⁷ on cereals sourcing, described above, for the agro-industrial sector in West Africa revealed that most buyers import from outside the region because of aflatoxin contamination and the quality of locally grown grains. During fieldwork for the

⁷ “ibid”

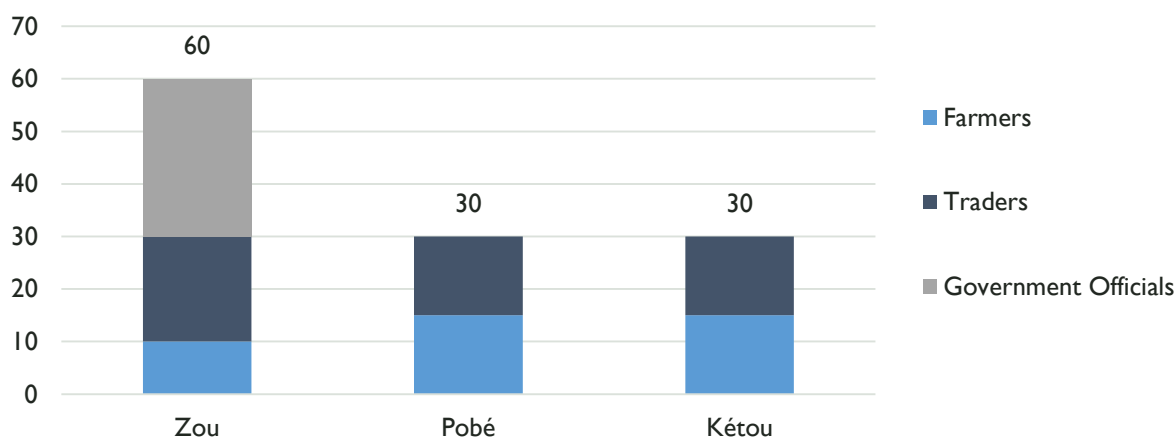
survey, a Trade Hub partner, Approche Communale pour le Marché Agricole (ACMA), based in western Benin, identified the need to train trainers on aflatoxin control and management so that they in turn could pass this information on to cereals producers. The Trade Hub then organized a training-of-trainers (ToT) workshop on aflatoxin control and risk mitigation in Porto Novo, Benin, June 21-23.

The Trade Hub tapped into its network across West Africa for expertise to lead the sessions; ACMA mobilized stakeholders from the cereals sector and contributed financial support. Workshop leaders included Dr. Seydou Samaké, U.S. Department of Agriculture (USDA) and USAID Agricultural Resources Advisor for West Africa; Dr. Benoit Gnonlonfin, Sanitary and Phytosanitary (SPS) Specialist for ECOWAS SPS project; and Dr. Alejandro Ortega, researcher at the International Institute of Tropical Agriculture. Mr. Kokou Zotoglo, the Trade Hub's Staple Crops Specialist; and Mr. William Noble, the Trade Hub's Value Chain Development Specialist, also led sessions.

The 26 participants who attended the three-day ToT workshop came from civil society, government institutions and producer organizations. Presentations and discussions focused on increasing awareness and ability to understand aflatoxin, its economic impact, and key actions to reduce and/or eliminate its impact on product quality, including practical tools for producers and processors.

A final presentation explained the cascade trainings following this workshop. The Trade Hub developed a detailed manual about aflatoxin control and management prior to this workshop, and gave it to the Benin partners, including ACMA and WAGN, to be used in the cascade trainings that followed. In September 2017, 120 total participants attended cascade trainings across Benin, prepared by ACMA, as summarized below:

Figure 5: Participants in Aflatoxin-Reduction Cascade Trainings in Benin, 2017



The cereals inter-professional organizations of Togo and Burkina Faso expressed interest in completing the same cascade training using the aflatoxin manual. Each partner is researching support with other partners, as the Trade Hub's support is ending. In Togo, the German donor agency GiZ has expressed interest in supporting two different training events. First, a senior specialist in aflatoxin analysis will train lab technicians from the University of Lomé and from ITRA (Togo's Institute of Agronomic Research). Secondly, GiZ will organize aflatoxin awareness training following the format of the Benin workshop and using the Trade Hub manual.

In Burkina Faso, INRA (the National Institute of National Agronomic Research) is raising funds for the training. The Ministry of Agriculture has agreed to support the initiative, but has not yet specified the amount of money they will provide. The Trade Hub will provide limited technical support if these activities take place in Burkina Faso and Togo before the end of October.

The Trade Hub has made significant contributions to building awareness of the aflatoxin problem. The ultimate response and solution will arise from concerted efforts by public health and agriculture officials along with the private sector.

4.2.4 CASCADE TRAINING TO PROMOTE CONTRACTS AS A BEST PRACTICE

In FY17, the Ghana cereals inter-professional organization launched a series of cascade trainings based on earlier Trade Hub training of trainers activities. The inter-professional organization organized four workshops to promote the use of written contracts, attended by a total of 150 cereals traders. This activity followed a 2016 regional training of trainers for the nine national members of the West African Grains Network. The 2017 ToT was designed and based on three regional workshops organized in 2015 and 2016 on the use of written contracts for cereals traders.

This program was the first cascade training event organized by the associations, who shared the costs of hosting; the Trade Hub paid only for the venue. Similar cascade events were organized in Togo and Burkina Faso in September 2017. Trainers in each country used the ToT manual developed by the Trade Hub.



Ms. Grace Attah who has transacted business orally and totally based on trust for over 40 years says she's ready to apply the new skills she learned to use written contracts to avoid conflicts and loss of income. Photo credit: Mr. Egnon Lawson, Trade Hub.

The Trade Hub organized two cascade trainings in southern and northern Togo in September, in Tsevie and Kara, respectively. The Centre de Producteurs de Cereal (CPC)-Togo and Centre Investissement et Commerce-Togo demonstrated their commitment to the Trade Hub's cost-share approach by sending participants at their own cost to these workshops. The workshops trained 61 people from across the cereals value chain. In Burkina Faso, Also in September, CIC-Burkina Faso organized a workshop in Bobo Dioulasso, with 30 participants.

4.2.5 COLLABORATION WITH OTHER USAID ACTIVITIES

USAID/West Africa and USAID/Senegal organized a meeting in November 2016 of regional implementing partners to discuss synergies in planning and execution of activities. A concrete outcome from this meeting for the Trade Hub was a renewed commitment to collaborate with the Resilience and Economic Growth in the Sahel (REGIS-AG) program, which has activities in Niger and Burkina Faso. REGIS-AG has participated in several Trade Hub-initiated livestock activities.

The Trade Hub has previously coordinated with both Feed the Future programs in Mali: the Cereals Value Chain Project (CVC) and the Livestock for Growth program (L4G). CVC staff attended the Mali cereals exchange. The Trade Hub shared its experience with L4G about support for small ruminant marketing during the 2016 Tabaski holiday. USAID/Benin has discussed possibilities for collaboration with the Trade Hub in aflatoxin control and management.

The Trade Hub's Value Chain Lead, Mr. William Noble, presented the Trade Hub's work and accomplishments in regional trade and food security at the Market Systems Global Learning and Evidence Exchange (GLEE) meetings organized by the USAID Bureau for Food Security in Dakar, Senegal in June 2017. Mr. Noble shared conclusions and recommendations from the recent Trade Africa meetings in South Africa and how the Trade Hub is modifying its approach to address the new administration's policy focus on trade. The project will give more support to U.S. firms wishing to invest

in different regional value chains, to improve upstream services in sectors such as cashew and fresh and dried fruit. The meetings included representatives from all USAID bilateral missions in West Africa.

4.2.6 PROVIDED INSTITUTIONAL STRENGTHENING ASSISTANCE TO WAGN

The Hub worked closely with WAGN when planning and carrying out the cereals exchanges and contracting workshops. WAGN's roles included identifying participants, developing the technical programs, and participating in the actual events. As pointed out above, this effort was mostly visible during the July 2017 exchange in Lomé where the staff of the Executive Secretariat had a clear role in the organization of the event. Throughout these events, the Hub provided capacity-building support to strengthen the network's ability to organize similar events on its own in the future.

Please see the Capacity Building chapter for more information about our support for WAGN.

5. MANGO

In FY17, the Trade Hub sharpened its focus on potential markets and buyers for this high-potential West African industry. Upstream activities previously targeted training-of-trainers for improved harvesting, post-harvest processing and packaging, as well as Global G.A.P. certification support. To build market demand, the project's Mango Specialist, Ms. Pamela Okyere, oversaw completed research by expert fruit industry consultants interacting with key lead companies in five countries to assess their products and their ability to meet standards and requirements and link with U.S. buyers. Working with individual companies strengthens their ability to export—including duty-free to the U.S. under the African Growth and Opportunity Act (AGOA)—and builds their professional capabilities in international trade. This year's effort included bringing U.S. buyers to the region. The Trade Hub also expanded its cost-share program, with partners paying for most of the external certification requirements.

Facilitated
over \$13.8
million in
exports

5.1 KEY ACHIEVEMENTS

- **Advanced prospects for West African fruit exports to the U.S.** by completing assessments of all major companies in the region and a targeted program to link these sellers with U.S. firms active in the mango and other fresh fruit markets in the U.S.⁸
- **Organized a Mango Symposium in Côte d'Ivoire** with the Ivorian government and private sector partners. Participants included buyers from the U.S., Europe and South Africa, in addition to key exporters from the different mango-producing countries of West Africa and stakeholders from within Côte d'Ivoire.
- **Organized Mango Week in Ghana** with private sector and technical partners, bringing together all major stakeholders in the value chain—for the first time in nine years.
- **Supported certification and other capacity building** for producers and exporters in four countries, resulting in \$13.8 million in exports and \$4.5 million in local sales.
- **Supported institutional strengthening** for the value chain, including developing a regional alliance in Senegal and a cluster in Burkina Faso.
- **Trained 62 producers from seven enterprises and associations** in principles in first aid training in the Volta and Brong-Ahafo regions of Ghana as a requirement for the on-going GlobalG.A.P certification process.

⁸ Hanemann, Patrick, Velez, Julian, Arnoldus, Michiel "Fruit Company Assessments for Exporting to U.S. Market." Prepared for the West Africa Trade and Investment Hub by J.E. Austin Associates, Inc. Arlington, Virginia, February 2017. Note that three individual reports were completed but are confidential due to the company-specific data included in each. These were submitted to USAID, but not the DEC. The report cited here is a compilation of these three reports summarizing their overall findings, but not including company-specific data and observations.

- **Signed agreements with multiple** partners to share costs for all field support during the 2017 season.

5.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR



The first Ivorian Mango Symposium brought together over 200 producers mostly from Côte d'Ivoire and international buyers from the U.S., Europe and South Africa. Photo credit: Jessie Lafourcade, Trade Hub.

5.2.1 EXPANDED MANGO AND OTHER FRUIT EXPORTS TO THE U.S. MARKET

Short-term technical expertise and coaching to build buyer-seller linkages

To expand the value of exports to the U.S. market, the Hub hired three consultants to provide short-term technical assistance during FY17. The consultants—two in the U.S. and the third from South Africa—worked extensively to identify and promote West African fruit and processed fruit products to the U.S. market. From November to December 2016, the consultants met with 52 lead firms in five countries—Burkina Faso, Côte d'Ivoire, Ghana, Senegal, and Togo—to understand, assess and screen for company-specific constraints and opportunities to increase exports to the U.S. They focused primarily on mango, but included other fruit products, which received attention as opportunities arose.

The consultants identified around twenty companies that were recommended for buyer-seller support. The most practical opportunity is marketing dried mango products (organic certified and “classic”). Although one lead company, Blue Skies from Ghana, has completed successful test shipments of fresh cut mangos to the eastern U.S., in general it is not cost-competitive for companies to export most fresh fruit to the U.S.

All three experts attended the Trade Hub’s Mango Symposium in Côte d'Ivoire (described in detail below), which brought buyers from the U.S. into direct contact with potential exporters in the region. Other FY17 activities included:

- Presented lead company products to potential U.S. buyers, specifically for the dried and organic markets. Some linkages were with South African partners, others reflected direct relationships with West African suppliers.
- Collected supplemental information to finalize profiles of partner companies, which the Trade Hub has prepared for companies to present to potential buyers.
- Collected further information on the unit cost of exports to the U.S. for selected products to determine the financial viability of shipments from Ghana and Togo to the U.S. market. One niche market for further exploration is for fresh, organic pineapple from Togo.
- Analyzed the transport logistics from Ghana and Togo to the U.S. by air and by sea for organic pineapple and fresh-cut products and discussed these costs with transport companies based in Côte d'Ivoire.
- In Ghana and Togo, delivered a workshop on how to obtain maximum benefits from trade shows in the U.S.

There is a significant flow of mango products from West Africa to South Africa for sale into the U.S. market. The Hub's South African consultant is also introducing West African exporters to best-in-class mango drying technology from South Africa. Factories in southern Burkina Faso have purchased South African drying equipment and already sell to South Africa and the West Africa region. These exports could be expanded to the U.S. At the Ivorian mango symposium, the Trade Hub facilitated a new investment to create a South African-Côte d'Ivoire joint venture between JAB of South Africa and Yela/Sofa of Côte d'Ivoire for dried mango processing, which advanced during the Symposium. It will include import of equipment for the new enterprise to start operating this year. Please find more information on the venture and the project's role in the chapter on Côte d'Ivoire.

The experts completed a final field visit to the region at the end of FY17. Several West African companies have completed transactions of dried mangos with U.S. buyers (including one that attended the mango symposium). These visits to the region better documented transactions and helped develop recommendations for follow-up after the project's technical support ends. Ms. Pamela Okyere and Mr. Kara Diallo, Trade Hub's AGOA Specialist, organized workshops for exporters in Ghana and Togo about requirements for the U.S. market including implications of the Food Safety Modernization Act (FSMA) roll out.

Following the Mango Symposium, collected information about recent exports to the U.S.

In the fourth quarter of FY17, follow up meetings were held with 15 companies in the three countries. Topics discussed included lessons learned since the Korhogo Symposium April 2017, and their operations during the 2017 season⁹. The Trade Hub shared feedback received from U. S. importers and distributors with regard to their products. In general, the reaction from companies in all three countries was appreciation for insights, contacts, and support. Several companies have already shipped under AGOA to the American market. The Timini Group shipped three containers of conventional dried mango to an importer in Seattle (May-August 2017), and two containers of organic dried mango to an importer in Philadelphia. These shipments originated in Burkina Faso, and were managed by Timini's head office in South Africa. HPW in Ghana is preparing two containers of fruit bars for an importer in the New York City area. Fantic was also able to ship three containers of organic dried mango from Burkina Faso to a receiver in California, through its partner in the Netherlands. At an estimated average price of \$10/kg for the 20 MT of product in each of these 10 containers, these transactions amount to an estimated \$2.0 million in cost and freight (C&F) value.

⁹ Note that the fresh mango export seasons in Côte d'Ivoire, Ghana, Burkina Faso are as follows: May to June in Côte d'Ivoire; June to July in Ghana; July to August in Burkina Faso and August to September in Senegal.

Samples of organic dried mango from Jardin de Koba (Côte d'Ivoire) have been viewed favorably by Made in Nature, a key supplier to Costco throughout the U.S. In meeting with the principals of this company, we were able to discuss areas of improvement which would solidify Koba's chances of developing into a long-term supplier to this client. Ivoire Organic (Côte d'Ivoire) and SINTIF (Burkina Faso), both of which deliver organic dried mango to the same receiver in Duisburg, Germany, intend to target the U.S. market in 2018 on the strength of contacts made at the Korhogo Mango Symposium.

The Trade Hub provided specific market development attention during the past two months to a Senegal-based mango pulp processor – Agrofruits. Two major aseptic pulp importers – ITI Tropicals and Real Food Marketing – have both expressed a willingness to work with Agrofruits in an effort to slot Agrofruits into their global distribution mixes.

West African exporters prepare trial shipment to the U.S.

Prior to his most recent coaching trip to West Africa, the Trade Hub consultant, Mr. Julian Velez, met with officials at the U.S. Department of Agriculture and the National Department of Transportation to address critical issues affecting the admissibility of West African products to the U.S. The information learned from these meetings is being shared with potential exports to prepare shipments from West Africa.

During this trip, and in addition to visits to the companies supported by the Trade Hub, meetings were held to finalize transport logistics. Seminar-workshops were also held with potential exporters to train them on how to export to the U.S. and how to manage transactions in the U.S. market.

Ivorian Mango Symposium expands buyers-seller linkages

Held in northern Côte d'Ivoire, the country's principal mango-producing region, in April 2017, this pioneering event brought together international buyers and local producers just before the start of the Ivorian mango export season. This was the first time an event of this magnitude had been organized in Côte d'Ivoire for the mango value chain, and it received high-level support from the Ivorian government, USAID/Côte d'Ivoire, the American Embassy, private sector and other donors.

The agenda included technical discussions and business-to-business events, followed by field visits to the key exporting companies. The technical program reviewed the current status of the value chain and the challenges it faces to increase exports as well as a B2B between buyers (U.S., EU, South Africa, West Africa) and sellers of fresh and processed mangoes. Two-hundred twenty (220) participants from across the West Africa region, U.S., South Africa and Europe participated in the two-day symposium. During the Symposium, the Hub's communications team produced a [mango video](#) filmed in and around Korhogo, which was posted on the Trade Hub's website and has been viewed nearly 600 times on YouTube.

At the symposium, 10 regional deals were finalized between producers/exporters in Côte d'Ivoire and processors in Ghana (HPV and Bomarts Farms) and in Burkina Faso. By the end of September, six contracts had been executed to transport 800 MT of fresh mango and 15.81 MT of dried mango valued at \$384,083 from Côte d'Ivoire to the processing companies in Ghana and Burkina Faso. Other deals stemming from the event are in process, such as the joint venture between JAB of South Africa and Yela/Sofa of Côte d'Ivoire. These cross-border transactions are critical to the ability of processing companies to access sufficient raw product to keep their factories in operation when local production is insufficient. Facilitating these market contacts across-borders was a significant positive result of the Mango Symposium, especially given Ghana's mango season production this year, and bodes well for future years since these business relationships have been instituted successfully.

Mango Week in Ghana

In line with the cost sharing approach that was a feature of our work in 2017, this event also saw significant buy in and cost-sharing from Ghanaian partners – both in terms of level of effort and sharing direct financial costs. About 200 stakeholders from Ghana’s mango sector attended Mango Week from July 27-29 at the Ensign College of Public Health in Kpong, Ghana’s Eastern Region. The Trade Hub organized the three-day event with the Federation of the Association of Ghanaian Exporters (FAGE), German Cooperation (Deutsche Zusammenarbeit) and the Adventist Development and Relief Agency (ADRA).



During a site visit at the end of Ghana Mango Week, Mr. Ernest Ablorh, Blue Skies Agronomist advised farmers to provide processors with their estimated production to enable the processors to plan their sourcing and prevent fruits from going bad on the farms. Photo credit: Ms. Yvette Kuwornu, Trade Hub.

Producers, exporters, processors, dealers, financial institutions, government representatives, donors and service providers gathered to share ideas and information, network, and forge a common understanding of the opportunities and challenges of the mango industry. Discussions focused on the management and control of pests, innovative methods to increase mango production, developing good agricultural practices to support mango production and exports, and developing markets for mangoes. The last day included three parallel site visits to Atikpo Farms, Blue Skies and JLT Mango Farms. All the companies visited are either processors or are exporting fresh mangoes.

5.2.2 FIELD-LEVEL CERTIFICATION AND CAPACITY TRAINING FOR PRODUCERS AND EXPORTERS

Meeting global standards opens export markets to West African mango farmers. International food safety standards such as Organic and Global G.A.P certification give growers a substantial price differential for their produce and broaden their access to international markets.

The major mango season commenced in March 2017 in Burkina Faso, followed by Côte d'Ivoire, Ghana, and then Senegal. The Trade Hub's assistance to the mango actors in these countries in FY17 focused on certification trainings to increase exports and cascade trainings sharing good harvesting techniques and pack house procedures, particularly in Côte d'Ivoire. Table 3 shows the total number of individuals who participated in both ToT and cascade trainings. The Trade Hub organized first aid training in August 2017 in Ghana for mango producers, a required part of Global G.A.P certification.

Table 3: Overview of Hub Mango Interventions and Sales

Country	Number of Individuals Trained in FY17				Value of Increased Sales	
	Global G.A.P certification	Organic certification	Good harvesting techniques	First aid	Domestic markets (US\$)	Export markets (US\$)
Burkina Faso		199			289,945	1,355,011
Côte d'Ivoire	42				358,699	11,302,003
Ghana	232	25		62	3,283,067	78,473
Senegal	105		144		588,273	1,121,227
Totals	379	224	144	62	4,520,525	13,856,714

In FY17, the training helped generate total sales of \$18.3 million through exports and at regional West African markets. In Ghana and Burkina Faso, producers encountered challenges, including heavy rains in February and March, which reduced the flowering process in Ghana's southern mango producing areas, and bacteria black spot infestations on farms in Burkina Faso and Ghana.

Trade Hub support for certification trainings

In the first quarter of FY17, technical staff in Ghana, Senegal, Burkina Faso and Côte d'Ivoire prepared training plans to be implemented in collaboration with partnering exporters and producer associations. Initial activities in each country supported certification for producers that is required for mangoes to be accepted into export markets. By definition, certification is a medium-term process involving a specialized trainer to work on a continuing, part-time basis with the producer farms/orchards and/or exporter from the beginning of the growing season through the harvest. During this period, field audits are completed prior to an external body visiting a sample of the producers to be certified. After a successful audit, the external body issues certificates. A separate activity for the field trainer is to identify and train "internal auditors" within the farm, orchard and/or factory to provide ongoing oversight of the certification-related processes. The project's role during FY17 was to provide short term technical assistance for field training and monitoring the producers during the growing season to ensure that they adhered to the specific requirements of the different certification process. This support included training the internal auditors, who are usually growers from the same association. The efforts of internal auditors contribute to sustainability within the beneficiary organization, but their work does not guarantee certification.

The table below details the different certifications supported. Global G.A.P. certification is one of the most widely recognized certification standards. Exporters from Côte d'Ivoire, Ghana and Senegal that received this training through the Hub exported around \$1.2M of fresh mangoes in FY17.

Table 4: Trade Hub-Supported Certifications in Four Countries, FY17

Global G.A.P.	RCI; Ghana; Senegal	Ensures an ethical production process, including social responsibility, water and land conservation.
ISO 19011	RCI	International standard that sets forth guidelines for management systems auditing, developed by the International Organization for Standardization. Offers organizations four resources to "save time, effort and money."
IFS	RCI	Developed by European supermarkets, International Food Safety includes incorporation of Hazard Analysis Critical Control Point (HACCP) processes.
GRASP	RCI	Global G.A.P. Risk Assessment on Social Practice Certification is a voluntary system to help producers establish good social management system in their orchards and warehouses. Addresses key aspects of workers' health, safety and welfare.

Fair trade	RCI	Structured around equitable trade practices at every level of the value chains, promotes sustainable development and poverty reduction through trade. Its 10 principles cover social aspects (example: no child labor), economic aspects (example: transparency) and environmental aspects (example: lower or no pollutants).
Tesco Nurture	RCI	Required to be a supplier to UK-based Tesco supermarkets. Criteria entail traceability, quality, environment protection and the rational use of fertilizers.
<i>Organic & National Organic Program</i>	Burkina; Ghana; Senegal	Enables producers to access a niche market while offering more consumption choices to the consumer. Producers must prove that their processes comply with natural resources protection, biodiversity conservation, and “rational” use of approved pesticides and fertilizers. The USDA organic program is known as the National Organic Program (NOP) with its own set of standards and process management requirements, and products seeking US organic export must be specifically NOP certified. The EU has slightly different “bio” requirements.

In FY17, 809 producers in the four countries received certification training as shown in the table below. Under the Trade Hub’s cost-share approach for all certification programs, the partner (either the exporter or producer association) pays the costs for the relevant external body to complete its certification. This usually involves a representative of the external certification body making one visit to a sample of the fields being supported at the end of the growing season, followed by a second visit (audit) that confirms recommendations have been met. Actual certificates are issued by these different bodies in the name of the partner (such as an association or cooperative) but with approved producers either noted or taken off the list.

Certification audits have already taken place in Côte d’Ivoire and Burkina Faso. External audits to validate certification and development of quality management systems (QMS) for seven producer associations and business in Ghana and Senegal will commence in October 2017. Additionally, the Trade Hub is supporting the training of 25 Bomarts Farms workers in organic certification for a new physical plant that will exclusively work with organic produce.

Table 5: Mango Producers Receiving Training and Certification, FY17

Country/Exporter	# Producers and Exporters Trained to Obtain Certification	# Producers Achieving Certification
Burkina Faso		
Sanle Séchage Exports	51	43
Ranch du Koba	53	45
Rosa Eclat	48	Pending (FY18Q1)
SINTIF	47	37
Côte d’Ivoire		
NEMBEL Invest SA	24	24
Vergers Du Bandama & SPEM	14	14
Tropic Mango	26	0
Association Régionale des Exportateurs de Mangues de Côte d’Ivoire (AREXMA)	28	
NEMBEL Invest, Agreage & ROCFED	42	42
Ghana		
BOMARTS	25	Pending (FY18Q1)
Alphonse Farms	6	Pending (FY18Q1)
Ohumpong Investments Company Limited	38	Pending (FY18Q1)

Kobbiman Farms	22	Pending (FY18Q1)
Quality Mango Farmers	16	Pending (FY18Q1)
Volta Value Chain Co-operative Union (VVCCU)	112	Pending (FY18Q1)
Wenchi Mango Farmers	21	Pending (FY18Q1)
Techiman Mango Farmers	17	Pending (FY18Q1)
Senegal		
ANS Inter	31	Pending (FY18Q1)
COOPROF.E.L	33	Pending (FY18Q1)
Laure Agro	45	Pending (FY18Q1)
AGROFRUIT, ZENA & ANS Inter	105	Pending (FY18Q1)
Totals	804	205

Contract signed for Ghana's "short season" between packhouse and Ghanaian exporter

Ghana is the only country in the region that has a second mango season, from December to January. To support the export of mangoes during the second mango season and main harvest, the project supported FY17 training for workers at Akorley Packhouse. This packhouse received Hub support in 2016 to install a new **laboratory** and upgrade the software that manages the machinery. During the 2017 main harvest, (June-July) Akorley signed a contract with Vegpro Ghana to export 36 MT of fresh mangoes valued at \$16,602 to the EU in the second season. The Yilo Krobo and Dangme West mango farmers associations have concluded negotiations and signed the memorandum of understanding to supply quality fresh mangoes for exports to Vegpro starting in December 2017.

First-aid trainings in Ghana

In late FY17, the Trade Hub trained four mango farmers' associations in Ghana's Brong Ahafo, Eastern and Volta region in safety measures, including basic first aid and how to handle emergencies. The Trade Hub contracted the Ghana Red Cross Society, a Global G.A.P.-accredited institution, to conduct four separate, two-day first aid trainings for 62 farmers from August 8-18. GlobalG.A.P. standards require certified farms to follow environmental, worker health and safety procedures for farmers and other farm workers, visitors and contractors. Workers must also be provided with proper equipment to allow them to work safely and to give proper and timely assistance in the event of accidents.

Table 6: First Aid Trainings for Seven Associations and Enterprises

Association/Enterprise	Locality	Male	Female	Total
Yilo Krobo & Dangme West Mango Farmers Associations	Somanya	18	1	19
Alphonse Farms & Quality Mango Farmers Association	Kpando	11	2	13
Volta Value Chain Co-operative Union (VVCCU)	Xipe-Tadzewu	14	0	14
Wenchi Mango Farmers Association (WMFA)	Wenchi	13	3	16
Ohumpong Investments Co. Ltd & KIMFA				
Kobiman Farms & Outgrowers (Nkoranza Mango Farmers)				
Techiman Mango Farmers Association (TMFA)				
TOTAL		56	6	62
Gender breakout		90%	10%	

More than forty partnership agreements include cost sharing

To make Trade Hub interventions more sustainable, the Hub introduced explicit cost-sharing arrangements with our partners. These agreements identified the areas supported by the project and

those areas which are the responsibility of the partner. Hub partners in the mango value chain are either private companies or associations of growers and/or exporters.

At the beginning of FY17, partners submitted more than 40 agreements to the Hub covering training on best practices in harvesting techniques, best practices in processing and packing techniques and certification for GlobalG.A.P and organic production. The Trade Hub funded the technical assistance needed to complete the training activities. The partner financed and supported logistical arrangements. For certifications, the partner paid for the external body to complete the actual certification. These agreements are included in Annex J.

5.2.3 INSTITUTIONAL STRENGTHENING OF THE MANGO SECTOR

Creation of a Regional Mango Alliance

In FY16, the Hub supported a technical working group that met in conjunction with a four-day Mango Week Conference organized by the Senegalese Ministry of Trade with funding from USAID/Senegal. As requested by USAID/Senegal as follow-up on this event, the Trade Hub supported a technical expert in April and May 2017 to develop draft legal documents for a regional mango alliance. The deliverables from this assistance form the basis for a regional general assembly to formally create a regional mango platform, which has received political support from the Senegalese Ministry of Trade. The report from this assistance allowed the Trade Hub to gauge support for the platform from the different value chain actors throughout the region, who were contacted by the consultant during the assignment.

The expert also analyzed the applicability of the ECOWAS Harmonization of Business Law into this proposed entity (OHADA¹⁰ is the French acronym). This legislation has been used within other value chains to support the “for-profit” activities of associations created as non-profit entities that engage in commercial activity. This set of deliverables was shared by the Trade Hub with USAID/Senegal and the relevant actors in the value chain. The Senegalese Ministry of Trade organized a workshop in early June to review these documents, including a presentation by the legal expert contracted by the Trade Hub. This workshop included the focal points from seven countries with significant mango production and processing capacity. The General Assembly to formally create the regional alliance is scheduled to take place in early FY18. The Trade Hub will translate all the base legal documents into English for the Anglophone countries to attend.

Burkina Faso plans “cluster” approach

On April 24-26, the Trade Hub organized a consultative forum in Bobo-Dioulasso, Burkina Faso’s economic center. This forum brought together 54 key stakeholders in the Burkinabé mango industry to discuss a regional collaborative or “cluster” approach to addressing the industry’s opportunities and challenges, and expanding its exports. Participants examined good practices from other countries in obtaining information and data, and gained understanding about how a cluster can encourage collaboration. They identified priority actions, and the working group prepared a proposed action plan, which was shared with all participants.

The final report and action plan from these meetings has been distributed to the key value chain actors in Burkina Faso and with other technical and financial partners to gauge their support for this program.

¹⁰ OHADA is the acronym for the French "Organisation pour l'Harmonisation en Afrique du Droit des Affaires", which translates into English as "Organisation for the Harmonization of Business Law in Africa." The OHADA Treaty is made up today of 17 African states.

Association Professionnelle Manguier du Burkina Faso (APROMA-B) a key mango association in Burkina Faso, is committed to advancing the action plan.

6. APPAREL

Project activities during FY17 provided targeted support to a set of apparel factories identified in 2015 as being export ready or ready to significantly expand their export footprint in the global market. This set includes five companies in Ghana and Benin that the Trade Hub supported via a subcontract partnership with Ethical Apparel Africa (EAA). The Trade Hub's Apparel Specialist, Emmanuel Odonkor, also separately supported one factory in Côte d'Ivoire and five factories in Nigeria. The project worked closely with the Nigerian Export Promotion Council (NEPC), which has become an engaged and effective partner.

The Hub assisted partner companies to prepare for, attend and develop commercial linkages after attending two Sourcing at MAGIC trade show events in the U.S. The Hub also conducted a regional assessment of the textile sector.

Facilitated
\$6.4 million
in exports

6.1 KEY ACHIEVEMENTS/ RESULTS

- **Continued technical assistance to partner firms and facilitated exports and local sales to new buyers of \$7.4 million** through EAA and by Trade Hub staff; this includes \$6.3 million in exports from best-in-class Ghanaian apparel firm Dignity/DTRT
- **Raised the visibility and market knowledge of West African apparel makers** through attendance at international trade shows at the MAGIC show in Las Vegas, Nevada in February and August 2017, during which firms and EAA made valuable contacts and struck leads and sample orders.
- **Organized a workshop for apparel makers in Nigeria** focused on improved capacity and participation in the global apparel market.
- **Facilitated apparel shipments from Tiskies (Nigeria) and Global Mamas (Ghana) to the U.S. to receive AGOA benefits**

6.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

6.2.1 SUPPORT TO DIGNITY/DTRT

This U.S.-Ghana joint venture, founded in 2014, is in a class of its own in terms of quality, size of its export base, and overall professionalism of its operations. The Hub has provided ongoing technical assistance and advocacy support to Dignity/DTRT to support the company's expansion and increased sales to the U.S. market.

Corporate communications support

To promote the company as a success story for the garment industry in Ghana and West Africa, especially in light of a visit by Dignity/DTRT's major U.S. buyer, the Trade Hub's Strategic Communications Specialist coordinated a corporate communications package for Dignity/DTRT. The Hub contracted a U.S. video production company to film a documentary video for promotional and

marketing purposes. The Hub hired a photographer to take professional photographs and designed a suite of communications materials—including infographics, banners, and photo boards.

In-kind grant to purchase sewing machines

The Trade Hub, through an in-kind grant mechanism, purchased 45 sewing machines and the required support equipment. With these machines, the factory can set up additional lines to launch a new product, fleece jackets, and meet new and expanded orders from its primary U.S. client. The equipment was installed in April 2017, and 180 additional staff have since been hired and trained by Dignity/DTRT. As of the end FY17, Dignity/DTRT is producing 100,000 fleece jackets per month, shipped to the U.S. under AGOA.

Concept note to support Global Development Alliance grant

At the beginning of FY17, Trade Hub staff and Dignity/DTRT senior management prepared a concept note for the Global Development Alliance (GDA) of USAID/West Africa. This program provides a 100% match in grant funding to private-sector mobilized financing. After the concept note was approved, a full proposal was developed to expand Dignity/DTRT's export capacity with additional support in equipment and hiring and training staff. Concurrently, Dignity/DTRT successfully applied for financing under the auspices of USAID's Development Credit Authority (DCA), a guarantee fund with private banks that would guarantee up to 50% of the amount loaned to the company.



Mrs. Salma Alhassan, co-owner of Dignity/DTRT (left) shows President Akufo-Addo and Ambassador Jackson around her factory during the launch of GAME. Photo credit: Ms. Maria Gwira, the Trade Hub.

The Ghana Apparel Manufacturing Expansion (GAME) GDA was officially launched at Dignity/DTRT's factory in August 2017, by the President of Ghana with the U.S. Ambassador in attendance. The funding—\$4 million; \$2 million from USAID and \$2 million from a private bank with the DCA guarantee in place—will create an additional 1,200 jobs at the Dignity/DTRT factory and sufficient new equipment for the company to fulfill a new export order of \$20 million during the next year. The Trade Hub also supported communications and logistics around the event.

6.2.2 COLLABORATION WITH ETHICAL APPAREL AFRICA (EAA)

To enhance the competitiveness of West Africa's apparel sector, the project continued collaboration with EAA for technical training and support to three companies: KAD Manufacturing and Alfie in Ghana, and Africa New Confection (ANC) in Benin. EAA improves management capacity to source and manage work flows within the factory to complete orders from international buyers within the requested time

frame. EAA hired short- and medium-term specialists and its own in-house experts to deliver training on setting up production lines; pattern-making, cutting, and sampling; grades and standards; and social and environmental compliance. EAA reinforced this training with technical assistance from experts with significant experience in market-mature, sophisticated apparel-producing countries such as Bangladesh and Sri Lanka.

6.2.3 DIRECT TECHNICAL SUPPORT TO LEADING APPAREL COMPANIES

As a continuation of the Trade Hub's industry- and firm-level support, the Trade Hub directly assisted leading companies to overcome technical barriers to global markets.

Ghana

In Ghana, KAD continues to develop new business linkages with the U.S. market from contacts made at the MAGIC show and other leads that have resulted in new orders for exports.

Technical support to Alfie Designs focused on the re-organization of factory layout, pattern making, sample production, sewing, quality control, and guidance in social and environmental compliance. Alfie attended the MAGIC shows in February and August. The company is currently following up on leads from the August MAGIC show.

The Trade Hub supported three Ghanaian companies to attend the MAGIC show in August (Alfie, KAD and Nallem). We also facilitated the first-time attendance of Ms. Gifty Klenam, CEO of GEPA, Ms. Agnes Gifty Adjei-Sam, Marketing Director of GEPA, and Mr. Lawrence Agyinsam, the CEO of EximBank, Ghana to understand the market demands and opportunities in the apparel industry better.

The Trade Hub provided in-kind grant support to the Association of Ghana Apparel Manufacturers (AGAM) for office chairs, tables, office cabinets, laptops, printers, and air conditioners for the secretariat's newly acquired office space. This will enable the Association to improve service to members.

Benin



Ambassador Lucy Tamlyn (third from right) looks on as Roshan Dusaye, Technical Operations Manager for EAA at ANC, explains how the Hurley's order is being packed and shipped. Photo credit: Trade Hub

In October, Africa New Confection (ANC) of Benin will ship an order of clerical wear to a U.S. buyer, Hurley's Religious Goods. This contact and the work order was developed during the past year with Trade Hub/EAA support, including during in-person meetings with the buyer at the past 2017 MAGIC shows. ANC encountered difficulties in sourcing its raw materials; specifically the duty-free importation of fabric to be sewn and then exported to the U.S. The Trade Hub provided technical assistance to Benin customs on this issue; current law is clear that this type of importation for value-added re-export should not incur duty imports. The first shipment to the U.S. under this contract is taking place in October, following a celebration ceremony in September at the end of the U.S. government fiscal year, with the U.S. Ambassador to Benin, Ambassador Lucy Tamlyn, in attendance. The Trade Hub's Kara Diallo is also working hard with Benin Customs to update their AGOA documentation and signatories so that the products can be shipped under AGOA preferential treatment.

Nigeria

The project's apparel specialist, Mr. Emmanuel Odonkor, completed multiple visits to Nigeria during the fiscal year to review technical needs of five companies identified for trade show participation and to establish new export markets. Some of these companies have exported to the U.S. in the past; all require ongoing technical support in their operational management. The companies are Ruff 'n Tumble, Tiskies, Crown Natures, OSC and Sam & Sarah. Technical assistance provided included: setting up production lines, quality stitching, quality control and assurance, proper labelling and packaging, adherence to social and environmental compliance standards, proper installation of fire escapes, factory floor ventilation, the need for first aid boxes, metal gloves for cutters, and the use of eye and needle guards. In addition, support has been provided to other factories in southern Nigeria that were identified by the local partner, the Nigerian Export Promotion Council (NEPC).

Project specialists also participated and presented in AGOA and Apparel workshops organized in Lagos and Abia states in collaboration with NEPC and the Nigerian American Chamber of Commerce (NACC). Additionally, apparel consultants Mr. Musa Rubin and Ms. Mabel Doe provided technical support to selected companies during pre- and post-participation in the MAGIC Shows in February and August 2017.

Côte d'Ivoire

O'sey Collection, a leading Ivorian boutique chain seeking to enter large-scale manufacturing, received extensive Trade Hub technical support and financial facilitation in FY17. In January, Mr. Ramesh Goorooduth Goreeba, an apparel industrial engineering consultant for the Hub, provided technical support in line balancing to increase production efficiency. A follow-on visit in March 2017 by the project's apparel specialist confirmed that many of the recommendations have been implemented, with a measurable increase in output per day. Mr. Goreeba also provided O'sey with input on the professional layout and flow on the new factory floor, which is in progress. Follow-on work for the Trade Hub includes assisting O'sey to recruit an expert pattern-maker, a production manager and a mechanic. These changes – once implemented - should increase O'sey's ability to produce some 1,500 pieces daily.

The Hub facilitated a subcontract in April 2017 between O'sey and AITHNIK, a small-scale apparel manufacturer, with Carrefour (the French equivalent of Walmart) as its main client. Osey completed and delivered 1,000 pieces (mainly school uniforms) in August.



Mr. Philipe Kouame Aka (far left), CEO of O'sey Collection, and Mr. Ramesh Goorooduth Goreeba (far right), apparel industrial engineering consultant, explain the functions of the fusing machine to Trade Hub Program Manager, Mr. Lotfi Kourdali (second from left) and Value Chain Specialist, Mr. Daouda Diomande (far left). Photo credit: Trade Hub staff.

To fund its factory upgrade, the Trade Hub's Finance & Investment Specialist, Mr. Charles Adegandjou, assisted O'sey in finalizing a loan application in the amount of \$2.9 million, submitted at the end of FY17. The loan will help O'sey build up its working capital. Capital outlays could include the purchase of machines to complete the set-up of some departments; additional staff will also be recruited.

Following key recommendations in an assessment by Trade Hub consultants, the project supported a consultant, Ms. Mabel Doe, to train O'sey staff in pattern-making, sample production set up and procedures, and cutting.

6.2.4 SOURCING AT MAGIC TRADE SHOW

In FY17, the Trade Hub capitalized on previous participation at the largest apparel trade show in the U.S., sending 10 West African companies to the Sourcing at MAGIC show in Las Vegas in February and August. MAGIC gives these companies up-to-the-minute market intelligence from buyers and experts on quality control, competitive pricing, adherence to social and environmental compliance and online marketing. The Hub and EAA collaborated on pre- and post-show workshops to maximize learnings and leads made at MAGIC. In August, the NEPC and Nigerian-American Chamber of Commerce (NACC) teamed with the Hub and also separately supported the participation of Nigerian garment makers.

January training workshop for MAGIC exhibitors

In January 2017, the Trade Hub and EAA organized a training workshop for five exhibiting companies: KAD Manufacturing, Anowah Afrique¹¹, Alfie Designs (Ghana), ANC (Benin), and Crown Natures

¹¹ Later unable to attend due to non-approval of U.S. visa.

(Nigeria). Topics included understanding the buyers' expectation and language, trends analysis, presenting quality samples, costing and pricing, pitching to the buyer, attractive marketing and corporate communications with a focus on reputation and branding. The Trade Hub and EAA also reviewed samples of products to be showcased and provided detailed feedback to improve the optical view (attractiveness to the eye), quality of stitching, sizing and fabric handling.

Four apparel companies attend February 2017 MAGIC

The Trade Hub and EAA supported four apparel companies to participate in the MAGIC show in Las Vegas in February 2017. The West Africa delegation had a successful show with about 150 persons visiting the West Africa booth. The companies also met with fabric and accessories suppliers to discuss possible transactions. As in 2016, the West Africa booth coordinated with the East Africa and Southern Africa Trade and Investment Hubs, which also had large delegations at the event.

The Trade Hub's apparel video showcased the potential of factories in West Africa to meet buyer expectations. Participating companies engaged visitors to the booth in discussions that focused on capacity, turnaround time for sample production, pricing, delivery times, social and environmental compliance and especially the duty exemption under AGOA.

KAD Manufacturing received two test orders for tote bags and ladies' dresses. Crown Natures and Alfie participated at the event for the first time and developed good leads. ANC, in addition to new leads generated, met with Hurley's Religious Goods to further discuss a pending production order. This buyer travelled to ANC's factory in Benin the following week to negotiate a new and expanded order of 10,000 cassocks. The first shipment under this contract was completed at the end of the fiscal year.

Between the two MAGIC shows, the Trade Hub and EAA took the following steps;

- Support to companies for follow-up with leads to convert these into concrete orders;
- Additional training for companies on sourcing fabric and accessories as well as relevant testing and certification.

MAGIC preparation for Nigerian apparel makers

In early August, the Trade Hub and NEPC organized a preparation workshop for five exhibiting companies: Ruff n Tumble, OSC, Aimas, Kiki Kamanu and Belois in Nigeria. The August 1 workshop in Nigeria's commercial capital, Lagos, covered best pre- and post-trade show practices, including quality sampling, costing and pricing, promotional materials, photography and following up with contacts made at shows.

Trade Hub-hired garment technologist Ms. Mabel Doe and Apparel Value Chain Specialist Mr. Emmanuel Odonkor conducted the training and performed quality control checks on samples the firms provided. They also visited factories of the participating companies and engaged the owners and management on critical areas of production, such as pattern-making and cutting, stitch per inch, uneven measurements, seam allowance, joining parts of garments, and correct fixing of trims and accessories such as the zippers and buttons.

"Now we know what buyers expect," said Ms. Olusola Babatunde, Managing Director of OSC. "We want to make the best of the opportunity to be at MAGIC."

Trade Hub brings nine companies to MAGIC in August 2017

In August 2017 the Trade Hub brought nine companies to MAGIC. Exhibiting companies were from Ghana: KAD Manufacturing, Nallem Clothing, Alfie Designs; Benin: ANC; Côte d'Ivoire: O'sey; Nigeria: Crown Natures, OSC, Ruff n Tumble, and Tiskies. This was the third time one company from Ghana (KAD) and one from Benin (ANC) attended MAGIC. O'sey used this first attendance to familiarize itself

with the trade show environment. The product lines were T-shirts, children's wear, ladies' wear, men's shirts, medical scrubs and workwear.



In August, the Trade Hub and Ethical Apparel Africa sponsored nine companies to the MAGIC Show, including Tiskies (right), one of four from Nigeria. Photo credit: Joan Steiger for the Trade Hub.

The Trade Hub technical and administrative staff supported nine companies that attended (booth preparations and spacing at the event). All the Ghanaian companies paid for their airfare. The project provided accommodation, booth rental and design, and other promotional materials about West African-made apparel to be distributed during the show. The NEPC paid transport and lodging for the four Nigerian companies and separately supported four other companies—Kiki Kamanu, Aimas, Belois and Divine Endowments—to showcase at the Women's Wear Daily section of the event. NEPC's support included booth rental, airfare, lodging and promotional materials.

Participating companies received technical support in their interactions with buyers that visited the booth in areas such as sample production, minimum order quantities and delivery deadlines. Companies expressed excitement about interest and positive comments from visitors to the booth, some of whom bought product samples exhibited by OSC, Ruff n Tumble and Nallem Clothing.

6.2.5 FOCUS ON NIGERIA

The FY17 project work plan identified an opportunity to expand activities in Nigeria's apparel sector to replicate similar work that had been completed in Ghana and Benin during the previous two fiscal years. Trade Hub staff completed assessment visits to Nigeria during the first quarter of 2017 in the Lagos area (where the majority of existing apparel companies are based). This effort resulted in the identification of companies to be supported for the MAGIC show. It also resulted in an expanded technical assistance relationship with the Nigerian Export Promotion Council. Other support activities are detailed below.

Nigeria Apparel Value Chain Workshop – Industry Level Support

The Hub and the NEPC hosted an apparel training workshop in Lagos, Nigeria in July 2017—“Harnessing the potential of the Nigerian Apparel Industry for Increased Exports under AGOA”—attended by 50 apparel producers and other key stakeholders from the public and private sectors, such as financial institutions, banks, customs and associations.

In addition to an overview of the U.S. apparel industry and guidance on how to compete on price, quality and response time, technical sessions explained access to finance and social and environmental compliance (e.g. Worldwide Responsible Accredited Production (WRAP)) and customs documentation and procedures. Organized in collaboration with the Trade Hub's Finance and Investment specialist Mr.

William Addo, the Bank of Industry, Nigeria and NEXIM Bank presented their operations and requirements for access to funding and finance.



Hub team advises Cross River State garment factory

In September, the Hub's apparel specialist, Emmanuel Odonkor and a team from the Nigeria Export Promotion Council toured the large Cross River State garment factory for an initial assessment.

Opened in October 2016, the 6,000 sq. meter factory has 600 machines and a workforce of 1,000 employees running two shifts. The factory produces mainly for the local market, including uniforms for schools in Abuja and Calabar, and workwear for the Ministry of Environment.

On follow up visits, the latest in September of 2017, Mr. Odonkor worked with the factory managers, Mr. Ngwu John Igele and Ms. Eunice Egado, to address gaps pertaining to factory layout and production flow—from pattern making to packaging—and quality control.

The factory also received key input on implementing systems for social and environmental compliance, including fire exits, fire extinguishers, standard path way markings on the factory floor, directional signs, a first aid box, an onsite clinic; and protective wear for workers, such as metal gloves for the cutters and eye guard for the machine operators. *Photo credit: NEPC staff.*

During the breakout sessions, companies were tasked with outlining strengths and weaknesses, opportunities, and threats to the apparel manufacturing industry in Nigeria. The teams developed action plans to serve as guidelines in subsequent engagements with key industry stakeholders like the NEPC, Nigerian Investment Promotion Council (NIPC) and financial institutions for industry support.

A key outcome of the event was the formation of the Nigerian Association of Apparel Manufacturers. They set up a Whatsapp platform during the workshop for dissemination and discussion of issues related to the industry and established a steering committee group to further advance key concerns, starting with improved recognition and integration into the Nigeria Textile and Garments Manufacturing Association.

Follow up for Nigeria MAGIC companies

After the August 2017 MAGIC show, Mr. Emmanuel Odonkor and apparel consultant Mr. Musa Rubin provided guidance and practical advice on leads generated for the three Nigerian companies in the Hub's West Africa delegation: OSC, Ruff n Tumble, Crown Natures. The Hub also provided follow up support to Kiki Kamanu, and Aimas, two companies that attended MAGIC with NEPC support. The Hub team worked with account officers and CEOs to establish competitive pricing guidelines. The team also reviewed operations and time spent on production. They advised producers to maximize fabric usage and reduce wastage by, for example, improving pattern making, marking, spreading, and cutting, using the right table.

6.2.6 GHANA GOVERNMENT COLLABORATION

As a consequence of the new administration that took office in January 2017, the Trade Hub established new relationships with key Government of Ghana agencies and their new staff.

Ministry of Trade and Industry

In May 2017, project staff accompanied USAID and the two Deputy Ministers of Trade and Industry—Mr. Carlos Ahenkorah and Mr. Robert Ahomkah-Lindsey—to tour the Dignity/DTRT factory. The Deputy Ministers were impressed with Dignity/DTRT’s progress to date, especially the provision of new machines (facilitated by the Trade Hub) that is contributing to the creation of around 180 new jobs.

In a follow-up meeting, the Deputy Minister shared with the CEO of the Ghana Export Promotion Authority (GEPA) and USAID the vision of the new government and list of priority value chains—including apparel—identified by government to achieve its “One District One Factory Agenda.”

Ghana Free Zones Board (GFZB)

The Trade Hub and executives from the newly re-forming Association of Ghana Apparel Manufacturers (AGAM) met with the Deputy Executive Secretary of Corporate Affairs for the Ghana Free Zones Board in July to further discuss and understand its role in the management of the Free Zones Enclaves. The biggest issue continues to be the release of factory space to potential apparel manufacturers. AGAM executives officially introduced the association and discussed factory visits for members of the GFZB.

Ghana Export Promotion Authority (GEPA)

In July, the project’s apparel specialist accompanied AGAM to meet with the CEO and Deputy CEO of GEPA to discuss a new and beneficial working relationship between all parties. An apparel department has been constituted at GEPA to work with key stakeholders in the industry and to gather relevant information for a work plan that addresses the needs of the sector. The head of the GEPA apparel department learned more about AGAM and its new secretariat, membership, and planned activities. This information will enable GEPA to collaborate more effectively with AGAM with the mutual objective of growing Ghana’s apparel exports.



The main production floor of Dignity/DTRT at Adjabeng, Accra. File photo.

Subsequently, the project arranged visits to partner factories within the Adjabeng and North Industrial garment enclaves. At Adjabeng, Dignity/DTRT was the focus of the visit. The Marketing Director at GEPA, Ms. Agnes Adjei-Sam, and the Hub’s apparel specialist toured Dignity/DTRT’s operations and production departments. At the North Industrial garment enclave, the team visited KAD Manufacturing, Nallem Clothing, Studio 189, Damaris, and AGAM offices.

Ms. Adjei-Sam engaged the factory owners in discussions around production-related challenges which include refurbishment of the infrastructure and factory shells to make them compliant to international standards, funds for worker training and skill enhancement, access to finance and also support to trade show participation. The factories also shared details about Trade Hub assistance, including technical support at the firm level, technical training/workshops and trade show participation. Ms. Adjei-Sam expressed the readiness of GEPA to collaborate and work with AGAM to support the industry.

6.2.7 OTHER WORKSHOPS AND ASSESSMENTS

WRAP workshop and factory assessments

At the beginning of FY17, the Trade Hub facilitated a weeklong visit to Ghana and Benin by the vice president of WRAP, the U.S.-based certification body that provides accreditation for meeting certain social and environmental attributes desired by many garment buyers and end consumers in the U.S. and elsewhere. Although buyers representing apparel manufacturers in the U.S. and Europe often require WRAP certification, there are currently no WRAP-certified apparel companies in West Africa. The WRAP vice president completed individual assessment visits to three companies in Ghana and one company in Benin. These assessments are precursors to the official audit which would be conducted following the correction of problems identified during the assessment. The Hub shared findings with each company as they begin the certification process.

In October 2016, the Trade Hub organized a one-day workshop with the WRAP vice president Mr. Clay Hickson for 15 companies from Ghana, Nigeria, Benin, and Côte d'Ivoire at the Hub's offices in Accra. The morning session focused on an overview of the certification process and the afternoon session included one-on-one meetings with different companies. Representatives from WRAP are available to continue to work with these companies during the certification process. After a company submits an application for certification, a WRAP auditor will visit the factory to provide a corrective action plan that must be successfully completed (including any investment costs) prior to receiving accreditation. This process typically takes 18 months to two years.



Mr. Clay Hickson, VP of WRAP, with some of the participants from four different countries. Photo credit: Ms. Maria Gwira, Trade Hub.

Regional textile assessment and export readiness

The project supported a consultant, Guy Alexander, to review the potential for expanding the textile sector in West Africa. His report¹² provided recommendations not only for apparel exporters but also for West African companies engaged earlier in the manufacturing chain; for example, as part of the spinning process. The assessment took place in Côte d'Ivoire, Ghana, Burkina Faso, and Benin. The project's apparel staff completed similar meetings with textile producers in southern Nigeria.

¹² Carpenter, Guy. "Assessment of Companies in the West African Textile Sector" Prepared for West Africa Trade and Investment Hub by J.E. Austin Associates, Arlington VA, March 20, 2017.

7. CASHEW

In the cashew sector in FY17, Trade Hub support concentrated on several stand-alone activities to support the African Cashew Alliance (ACA). These activities focused on increasing the capacity of the value chain platform organization, following up on the achievements under the grant that were implemented during 2015 – 2016 and taking advantage of the organization's updated mission statement, which reflects an increased focus on processing cashew in Africa.

7.1 KEY ACHIEVEMENTS/RESULTS

- **Short term technical assistance to improve membership services**, provided to support the organization's revised mission statement. The consultant also provided recommendations for a more effective structure.
- **Developed and delivered a workshop for increased stakeholder engagement** with ACA's management information system (MIS) platform, building on the improvements to this platform that the Trade Hub has supported over the past two years.

7.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Improved African Cashew Alliance member services

Based on Organizational Capacity Assessment (OCA) findings from reports completed at the end of FY16, Trade Hub staff and consultants conducted a series of organizational development programs and trainings, including recommendations to improve membership services. They reviewed existing policies within ACA linked to membership dues and recommended marketing efforts to increase revenue for the organization's secretariat. The assignment was completed by the same consultant who provided technical assistance to ACA's Executive Committee when they re-defined their mission statement in early 2017, Mr. Bill Guyton. Many of the recommendations in this area are aligned with ACA's updated mission statement and revised structure of its Executive Committee. They are included in Table 7 below.

Table 7: Key Recommendations

Topic	Short Term Recommended (7/17 to 12/17)	Medium Term Recommended (2018)	Comments
1. Membership Dues Structure	<ul style="list-style-type: none"> Continue to collect fees at the 2017 level until the end of the year. Inform members of the new dues structure 2018 	<ul style="list-style-type: none"> Start billing companies at the new 2018 rates. 	<ul style="list-style-type: none"> Review and revise fee ranges, as needed.
2. Membership Categories and Benefits	<ul style="list-style-type: none"> Update based on consultations with business advisory & board members. Eliminate members who do not fit into the new structure . 	<ul style="list-style-type: none"> Add to list of benefits as new services or projects are launched (ie. Innovations platform) 	<ul style="list-style-type: none"> Refine dues ranges, based on feedback from members. Draft powerpoint or brochure, to share with members
3. Value Proposition	<ul style="list-style-type: none"> Draft letters to current, past and potential members in each category 	<ul style="list-style-type: none"> Develop membership recruitment strategy: <ul style="list-style-type: none"> Target 10-15 new 	<ul style="list-style-type: none"> Continually update the membership listing and categories

	<ul style="list-style-type: none"> of membership. Highlight current achievements and new services and governance for 2018 	<ul style="list-style-type: none"> companies Follow up on letters, conduct phone interviews and in-person meetings. 	<ul style="list-style-type: none"> every 3-4 months. Encourage ACA staff to visit company members and prospects whenever they travel.
4. Sustainable Funding Model	<ul style="list-style-type: none"> Set financial profit target for September 2017 Conference. Draft a concept note on innovations/business delivery services Collect dues from current members in 2017. 	Develop diversified funding model and targets: <ul style="list-style-type: none"> 2018 dues: 30% Conference: 30% Service delivery Specific projects: 40% Revise 2 year budget projection and begin building cash reserves	

The consultant held a meeting with all ACA staff to discuss these recommendations. The ACA Executive Committee has reviewed them prior to moving forward with the re-structuring and confirmed the process; the focus is to create an industry-responsive ACA that is less expensive to operate while still increasing its overall revenue source. Implementation of these recommendations required political support from the Executive Committee as the operational implications for the organization are significant.

ACA organized a General Assembly (GA) in September 2017 to review these recommendations. The GA was held the day before the ACA Annual Conference in Benin and the recommendations were adopted.

Increased Stakeholder Engagement for ACA MIS Platform

One outcome of the Trade Hub's grant to the ACA was an improvement in selected areas of its MIS platform and the services this platform provides to member companies. This support was documented with the completion of the ACA grant in November 2016.

A separate activity was prepared to further expand ACA's MIS services. The project engaged a consultant with an extensive background in the cashew industry and experience with ACA to complete detailed research and interviews with ACA member companies in all West African countries.

Specific tasks included:

- Advise the ACA MIS department in defining the user requirements statement (URS) for improved marketing information services.
- Based on the URS, develop improved technical design of the ACA Market information system and services.
- Assess existing sources of information internationally and identify strategic network building opportunities.
- Facilitate a consultative workshop on cashew market information with the sector players including industry stakeholders, service providers, and public sector agencies.
- Propose a business model for the African cashew market information services delivery and sustainability perspectives.
- Design a strategy and timeline to further develop the ACA's MIS system data collection, analysis, reporting and dissemination of information.

The result was a draft action plan to increase the subscriber base and number of MIS users in the medium term. The validated document will be an important management tool for the ACA to expand both the number and quality of its technical services and the number of MIS users. The consultant

completed this work in July 2017, prior to the validation workshop that took place the first week of August, 2017.

This study concludes that there is an opportunity for the African Cashew Alliance to establish an international market information service for which clients are prepared to pay. This service can be the basis of strong member services and sustainable revenue generation. It offers a business model and action plan for the development of this goal and recognises that the establishment of this service is not an easy task. Current ACA capacity and services are not at a standard that stakeholders are prepared to pay for. However, the reward for success with this task could be leadership in market information services in the global cashew sector.

There are target customer prospects of 450-500 companies based on an assessment of ACA's existing membership, ACA conference attendance, World Cashew Convention attendance, membership of Vinacas, Sindicaju, PTNPA (USA), Indian processor businesses, and the results of the ACA Market Information Survey. This estimate was distilled from a prospective client base for market information of 1,630 clients. The bulk of these are processors in Asian countries who cannot be excluded as prospects, but are less likely to pay for market information and among whom there is likely to be extensive sharing of information. Overall it is quite likely that an established Market Information Service would expand its targets beyond this core group offering growth prospects for many years to come.

Opportunities for ACA MIS Services include the following:

- ACA can become a leading global source for independent and accurate market information and analysis.
- There is currently little competition in this area.
- The opportunity lies in meeting the need for better and more information services within the sector.
- This can and should be aimed at potential customers in Africa and internationally. The customer base for the initial stage is estimated at 450-530 customers (65% African, 35% international).
- The market information services offered should be independent, well written and presented in a professional, consistent, and accessible manner.
- The basic service should be paid for at subscription rates which are priced according to membership status i.e. members receive a discount on the list price or non-members prices.
- Subscription rates should be based on cost from competing publications.
- ACA can build an effective MIS network based on its current extensive network. However, it must build its own reputation as a trustworthy provider first.
- The services must be characterised by professional writing and presentations.
- ACA MIS staff must be trained and resourced to high levels of expertise in the cashew market and in the analysis of the market.
- There are opportunities to sell additional services in market analysis, value chain analysis, bespoke sector studies and related consultancy services which can be targeted at existing businesses, governments seeking support for policy decision making, investors, financial institutions, and new entrants.

Key findings and feedback from ACA MIS workshop



The participants supplied crucial insights which will be used by Mr. Fitzpatrick (standing in back row, 4th from left) to draft an action plan for the organization. Photo: Maria Gwira, the Trade Hub.

The African Cashew Alliance workshop held in Ouagadougou in early August gathered information from market analysts and data collectors from nine ACA member countries to guide improvements and boost use of its Market Information System. The workshop was based on a series of short presentations followed by group work on specified tasks with each group offering its views on the task. An additional session was held for analysts only and was especially informative. There is a need for capacity building but the analysts are committed, reflective and well connected in the market, meaning that ACA has the basis for an effective information gathering system.

Feedback from participants included:

- The need for improved market information services is recognised by participants.
- The Action Plan was broadly accepted with some good suggestions from participants; these have been incorporated into the study document.
- Public partnerships, trust and confidence were raised as key issues.
- Participants are somewhat frustrated with the ACA and in particular its failure to present a clear identity and purpose.
- Market analysts are not happy with the information gathering system. They feel unappreciated and undervalued. They are not happy with the method for gathering and reporting information. A proposal has been included in the study to address this issue.
- Sector knowledge is generally low with the participants and variable across the group. This is particularly in relation to the international market.
- Market analysts and ACA market information staff need training to develop their capacity in compilation, interpretation and presentation of market information.
- Knowledge on the features of an effective market information report is good.
- Trust and confidence in ACA market information services needs to be built.
- ACA market information network within Africa is of lower quality than expected and virtually non-existent outside Africa.
- SMS services were highly criticised as being ineffective, inappropriate and encouraging speculation among farmers. The debate on this issue was the most contentious of the week. It has been addressed in the study.

The following results were achieved at the workshop:

- The Action Plan and business model were reviewed.
- A range of suggestions by participants were offered and many incorporated.
- Analysts training needs were identified and incorporated into the Action Plan.
- Sector MIS needs were confirmed and additional needs identified.
- Twenty-seven participants received training on MIS in the context of the current cashew market conditions.
- Seven analysts received additional training in assessing and preparing market information reports.

8. AGOA



The Trade Hub produced a step-by-step guide on how to participate in the American market. The guide is available in English, French, and Portuguese and can be downloaded from the project's AGOA web page.

In FY17, the Hub helped West African businesses take advantage of the benefits of the preferential tariffs for exports to the U.S. offered under the African Growth and Opportunity Act (AGOA). We also addressed opportunities to benefit from ECOWAS Trade Liberalization Scheme (ETLS) provisions when trading with other West African countries. Regional trade is important to companies exporting under AGOA because it promotes wider sourcing of raw materials and services.

We collaborated with a variety of partners on AGOA support initiatives, including U.S. Embassies, other U.S. government agencies, local and bilateral chambers of commerce, and host country governments including export councils, ministries of trade and commerce, and customs departments. We joined forces with the network of AGOA Trade Resource Centers (ATRCs) across the region, including 12 that received grants from the project, 10 of which have been active. As the other two did not meet the terms of their grant agreements, the Trade Hub cancelled their funding in FY17.

The Trade Hub's AGOA specialists held one- to two-day trainings to promote AGOA in 15 countries in West Africa and three countries in Central Africa. We disseminated AGOA benefits and information in 62 workshops conducted in coordination with U.S. Embassies, Chambers of Commerce, Export Promotion Councils and ATRCs across West Africa. More than 2,000 people learned about AGOA customs and documentation requirements, the textile visa, and agribusiness and apparel exports at these events.

The Hub's AGOA specialists, Dr. Mohamed Abou iiana and Mr. Kara Diallo, visited export-ready companies (ERCs) to discuss AGOA preferential trade agreements and U.S. market requirements, and updated senior customs officials on the AGOA program. In two countries, the Hub facilitated or contributed to AGOA strategies that countries are newly reviving given the recent 10-year extension of AGOA. Training programs in Cabo Verde, Burkina Faso, Benin, Ghana, Niger, Nigeria and Togo included the participation of customs and government officials to help establish systems that enable exporters to understand and process paperwork accurately, aided by knowledgeable customs agents.

Meanwhile, the Trade Hub accessed *pro bono* services from a U.S.-based customs lawyer, Ms. Jan Forest, to support companies to navigate procedures required to import into the U.S. market. She completed three technical assistance assignments, including development of a “Standard Operating Procedures” manual for African customs administrations, available in English, French and Portuguese on the WATIH website. Finally, the Trade Hub provided significant assistance to the preparation for the annual AGOA forum in Lomé, Togo in August 2017, including creation and distribution of a popular publication, the AGOA ABC’s.

8.1 KEY ACHIEVEMENTS/ RESULTS

- Expanded technical assistance for AGOA promotion for export-ready companies in multiple countries, working with national ATRC’s and export promotion agencies.
- Provided targeted technical assistance to develop national AGOA strategies in Benin, Côte d’Ivoire, Togo and Ghana.
- Assisted Togo in obtaining a textile visa arrangement with the U.S.
- Supported the AGOA forum in Togo.
- Provided training to national customs agencies in Burkina Faso, Nigeria, Sierra Leone, Benin, Togo and Ghana.
- Awarded five new grants to ATRCs to improve their capacity to serve their country’s businesses and boost exports.
- Customs Lawyer Jan Forest was able to work with the Ghanaian customs agency to correctly implement the duty drawback procedures on behalf of Global Mamas, and has created a “how to seek duty drawback” document for assistance to companies in Ghana seeking this information.

8.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

West Africa has great opportunities to increase exports within the region and internationally if businesses can address competitiveness constraints. A chief constraint is a lack of awareness about export market requirements in areas such as customs documentation, packaging and labeling, and costing and pricing. Given demand for training in these areas, last year we doubled our AGOA staff and began FY17 with Dr. Mohamed Abou iiana, our Senior AGOA specialist to cover Anglophone West Africa and Mr. Kara Diallo, our AGOA Specialist, to cover Francophone West Africa. As in previous years, the Hub worked in FY17 to help companies understand both the challenges and opportunities for exporting, including under favorable provisions in AGOA and ETLs. This is especially pertinent for countries exporting AGOA-eligible products to the U.S. yet missing the benefits of the Act’s preferential tariff rates.

Over the year, we worked closely on these issues with ATRCs in Benin, Cameroon, Côte d’Ivoire, Ghana, and Nigeria, all of which received grants from the project. Demand for technical information to enable companies to export under AGOA by ATRCs in other countries has grown, and we awarded new grants to the Nigerian-American Chamber of Commerce, and the Chambers of Commerce in Guinea, Liberia, and Sierra Leone.

8.2.1 DELIVERED WORKSHOPS AND INDIVIDUAL GUIDANCE TO EXPORT-READY COMPANIES

Throughout FY17, Hub staff organized and delivered workshops and trainings for export-ready companies across West Africa. We provided advisory services to improve the companies' competitiveness, increase regional trade and value-added global exports (particularly under AGOA), and facilitated strategic investments, to expand exports by providing technical assistance and industry-specific best practices to the government and the private sector. We worked with a range of partners to share the information ERCs need to begin exporting or increase their exports within West Africa and for the global market. Topics varied depending on the needs of each country and sector, including customs documentation requirements, packaging and labeling criteria, sanitary and phytosanitary (SPS) standards, and the provisions of the AGOA Textile Visa. We collaborated with ATRCs, U.S. Embassies, chambers of commerce, and other partners on these workshops.

Highlights of AGOA workshops are below by country. Please find a complete list of all AGOA workshops during FY17 in Annex D.

Benin

The ATRC organized several workshops to inform the private sector about AGOA advantages and documentation required to export to the U.S. In September 2017, Africa New Confection, a Hub supported apparel company exported for the first time under AGOA to the United States. Mr. Kara Diallo, Hub's AGOA Specialist also assisted in following up on Benin's textile visa processes and documentation; this was particularly important for the ANC Hurley's export order. For more information, please see the Apparel Chapter.



Proud members of ANC's finishing department. Photo credit: Ms. Rebecca Weaver, Trade Hub.

Burkina Faso

In January, Mr. Diallo trained 19 staff at the Agence pour la Promotion des Exportations du Burkina Faso (APEX-Burkina) in Ouagadougou in an overview of AGOA, rules of origin of AGOA and generalized system of Preferences (GSP); AGOA eligible products; identification and assistance to export ready companies; and AGOA national strategy: choice of products and actions plan.

Also in January, 50 people—including 25 women—participated in an AGOA workshop in Ouagadougou: “AGOA and Export Opportunities to the U.S. Market for Burkina Enterprises.” U.S. Ambassador to Burkina Faso Andrew R. Young called on exporters to leverage the platform created by the workshop and devise strategies that will increase Burkina Faso's exports to the U.S. market through AGOA. That same week, the Trade Hub organized an AGOA workshop in Burkina Faso's commercial capital, Bobo-Dioulasso, for 69 people working mainly in mango



U.S. Ambassador to Burkina Faso, Mr. Andrew R. Young with Mr. Charles Eugene Nabolle, Technical Adviser to Burkina Faso's Minister of Commerce, Industry and Artisan, and Mr. Franck Tapsoba, Director of the Burkina Faso Chamber of Commerce and Industry. Photo credit: Kokou Zotoglo, Trade Hub.

and cashew production and exporting, as well as logistics and freight forwarding. In addition, participants learned about the benefits of the ECOWAS Trade Liberalization Scheme.

Cameroon

In November 2016, 56 representatives from the Cameroonian food processing, handicraft, and textile sectors gathered at the Cameroon Chamber of Commerce, Industry, Mines and Craft (CCIMC) in Douala to learn more about duty-free export opportunities under AGOA. During the workshop, participants agreed that Cameroon needs to define an AGOA export strategy, starting with the development of working groups in the handicraft, agricultural commodities, and textile sectors. The Trade Hub organized a follow-up workshop in December 2016 in Douala in cooperation with the CCIMC at which Dr. Abou iiana presented to more than 20 exporters and SME owners on quality, standards, and labelling requirements to enter the U.S. market. He also visited two ERCs, a garment producer and a honey producer, introducing them to the export benefits available under AGOA.

Cabo Verde

In September 2016, the U.S. Embassy in Praia contacted the Trade Hub and asked that the Hub partner with Cabo Verde TradeInvest to establish an AGOA Trade Resource Center. Mr. Diallo traveled to Cabo Verde to review and revise the Letter of Collaboration (LOC) to support the Cabo Verde ATRC. Following the signing ceremony, Mr. Diallo continued working with TradeInvest to develop a work plan for the ATRC and identify training needs for the newly created ATRC's staff.

In November, the Trade Hub organized an introductory AGOA awareness workshop in Praia to support the newly established ATRC. Dr. Abou iiana gave technical training sessions on standards, quality, labeling, and packaging requirements for the U.S. market, as well as on AGOA customs and documentation requirements. More than 40 participants attended the two sessions.

Trade Hub advises companies in Cabo Verde

As labor costs in Cabo Verde are higher than the average labor cost in ECOWAS countries, Dr. Abou iiana recommended that the country focus on exporting knowledge-based products or those with special designs that meet the needs of a niche market. More AGOA training and awareness for Cabo Verde's business community outside of Praia would be beneficial, particularly other islands in the country where textile and footwear exporters are located.

Central African Republic (CAR)

Hosted by the Trade Hub, the U.S. Embassy in the capital Bangui, and CAR's Ministry of Commerce and Industry, a July 2017 workshop prompted by the Embassy's request informed more than 70 public and private sector representatives on opportunities offered by AGOA given its new status as eligible for AGOA preferences. Attendees included the Ministries of Commerce and Industry, Investments, Mining and Energy, Agriculture, and CAR's Customs Directorate as well as members of the Chamber of Commerce, National Union of Employers, National Union of Mining Cooperatives, and exporters.

Chad

The Trade Hub organized a workshop in October 2016 on AGOA and export opportunities for Chadian companies, which brought together more than 34 stakeholders from the public and private sectors, including officials from the Ministry of Trade, Customs, Export Promotion Agency, along with Chamber of Commerce staff and exporters. After the workshops, Mr. Diallo met with authorities from the Chamber of Commerce and the Export Promotion Agency to discuss opportunities for collaboration. He also had a debriefing with H.E. Geeta Pasi, the U.S. Ambassador, to discuss implementation of the workshop recommendations.

Côte d'Ivoire

The Hub's Ivorian ATRC organized four AGOA trainings during FY17. Trade Hub staff based in Abidjan attended and supported some of these events. For more information about these trainings, please refer to the Côte d'Ivoire chapter. In addition, as part of AGOA support, the Côte d'Ivoire office led by Lotfi Kourdali provided significant assistance to the Government of Côte d'Ivoire in its development of the CDI National AGOA strategy. These activities are also included in the list of AGOA workshops and AGOA-related activities in Annex D.

Ghana

Trade Hub intervenes to move rebate for Global Mamas

Since April 2017, the U.S.-Ghanaian fair trade nonprofit Global Mamas had been waiting to hear from Ghana Customs about a \$900 rebate on goods being imported into the United States through U.S. Customs. In June 2017, the Trade Hub's customs consultant, lawyer Ms. Jan Forest, met with Ghana Customs, after which Global Mamas' drawback claim was approved, and the consultant was able to deliver a check worth around \$800 to Global Mamas. Ms. Forest has prepared a memorandum to explain the steps required to file a drawback claim, which several other companies have expressed an interest in following as well.



Photo credit: www.globalmamas.org

In October 2016, more than 20 agribusiness and food exporters learned about quality, standards, packaging and labelling requirements needed to export to the U.S. market under AGOA.

In coordination with Ghana Chamber of Commerce and Industry (GCCI), Dr. Abou iiana explained to exporters U.S. Department of Agriculture (USDA) standards regarding plant health, sanitary and phytosanitary (SPS) requirements, pesticide residue regulation, traceability, and labelling.

At a follow-up workshop in November 2016, GCCI invited 30 agribusiness exporters to learn from Dr. Abou iiana regarding the eligibility, rules, standards and certification requirements to enter the U.S. market. Attendee Mr. Bernard Amekpor of Pinora, a Ghanaian fruit-processing company, told Dr. Abou iiana that he had his first shipment of frozen orange juice ready to be shipped to the U.S., but did not know how to complete the documentation process under AGOA. Dr. Abou iiana responded to questions about the AGOA documentation, enabling Pinora to ship the orange juice to California in late November 2016, paving the way for future, larger orders. By the end of FY17, Pinora had shipped juice worth \$2.7 million to the U.S. under AGOA.

In July, five coordinators from recent recipients of Trade Hub grants to AGOA Trade Resource Centers—Guinea, Liberia, Nigeria, Sierra Leone, and Togo—attended a two-day AGOA capacity-building workshop in Ghana.

Also in July, during a national AGOA strategy validation meeting in Accra, the U.S. Ambassador to Ghana, H.E. Robert Jackson, unveiled the [AGOA ABCs](#), the Trade Hub's step-by-step guide for exporters. The guide walks through the preferential trade agreement and the steps of the export process, including preparing the shipment and commercial invoice, certificates of origin, customs clearance, export logistics, and customs declaration.

Guinea-Bissau

In February 2017, 40 participants at a Trade Hub workshop on AGOA in Bissau prepared and submitted a series of recommendations about a national AGOA strategy. Co-hosted with the Global Fairness Initiative, a U.S.-based organization, the workshop attracted 40 operators in cashew, handicrafts, mango and timber as well as government export promotion agencies.

Guinea

In March 2017, the Trade Hub conducted two training and information workshops in Conakry for more than 60 representatives of companies working in palm oil, shea, honey, fish, textile and fonio as well as high-level representatives from the ministries of commerce and finance, Customs, Guinea's Investment Promotion Agency (APIP), Export Promotion Agency (AGUIPEX) the Chamber of Commerce, representatives from the country's chapter of the African Women's Entrepreneurship Program (AWEP) and the freight forwarders' association.



Photo credit: Ms. Yvette Kuwornu, Trade Hub.

Mr. Diallo presented on AGOA rules of origin and benefits, AGOA documentation and export procedures, and requirements in terms of quality, packaging, labelling and FDA registration. Mr. Dobo Beavogui, Managing Director of AGUIPEX, presented the country's exportable commodities and strategies to promote them. Participants urged the government to install an accredited laboratory to test export commodities for quality control. Mr. Diallo will deliver a follow-up workshop in October.

Liberia

In January 2017, 64 exporters, business owners and other private sector representatives attended an AGOA workshop co-hosted by the Hub and the Liberian Chamber of Commerce in Monrovia. Participants learned about AGOA's benefits and advantages, as well as U.S. quality and standards requirements for textiles/apparel exports. Liberia has requested the Hub's assistance to put together a national AGOA strategy, revive Liberia's AGOA Trade Resource Center, and identify 10 companies ready to export to the U.S.

Mali

In 2016, with the support of the Agence pour la Promotion des Exportations (APEX-Mali), Mali adopted an AGOA strategy focused on apparel, textile, leather products, shea, fruit and vegetables. In November 2016, Mr. Diallo met with Mali's Ministry of Trade, the Mali AGOA National Committee, and APEX-Mali to discuss AGOA-related issues including the establishment of an ATRC. The Committee requested that the Trade Hub help train its members on AGOA, and APEX-Mali requested Hub technical support in rolling out the implementation of Mali's AGOA national strategy.

In March 2017, more than 70 Malian producers, processors and exporters attended a two-day exporters' workshop in Bamako. Participants made a number of recommendations, including a call for the Malian government to start implementing the country's national AGOA strategy. The Strategy focuses on developing the textiles, clothing and furniture industries, increasing the volume and value of exports of handicrafts, leather, gum arabic (acacia gum) and shea butter, and diversifying exports of mining products, sesame, fruit trees (including tamarind), hides and skins. Participants called on the government to reapply for the AGOA textile visa—lost in 2012 due to a change in government. Mr.

Diallo has been following up on this matter to support the textile visa since the AGOA Forum in Togo in August, 2017 when the issue was raised.

Mauritania

In May 2017, the Trade Hub partnered with the Mauritanian Chamber of Commerce, Industry and Agriculture to host an AGOA workshop. More than 50 participants from Mauritanian businesses described many challenges to export under AGOA, including a lack of value-added processing in the country (meaning most exports are raw), lack of a skilled labor force, high energy costs, and a language barrier (Arabic is the official language of Mauritania, and French is also widely spoken). Mauritanian companies have limited information about AGOA and no direct shipping line to the U.S., so they have poor U.S. market access and few American client relationships.

Nigeria

In October 2016, the Trade Hub presented on AGOA at the 2016 small and medium enterprises (SMEs) conference in Abuja.

Following the visit of Ms. Carol Adoum, the Trade Hub's Chief of Party, in November 2016, the Hub reached an initial agreement with the Nigerian American Chamber of Commerce (NACC) to organize seminars and workshops to promote AGOA. The Hub began working with a NACC-appointed AGOA point person to disseminate information about Trade Hub programs and potential trainings to NACC member companies.

In December 2016, The Trade Hub—in cooperation with the Nigerian Export Promotion Council (NEPC)—organized a two-day workshop in Lagos on AGOA rules and regulations to train NEPC officers based in regional offices in Nigerian states, Nigerian customs officials, Nigeria Export and Import Bank export desk staff, and shipping companies' logistics personnel. The training program was designed to meet Nigerian exporters' increasing demand for information about AGOA documentation and procedures with a focus on SPS, labelling, and other requirements for fresh and processed food.

In March, Abia State's commercial capital, Aba, hosted a workshop for more than 150 apparel manufacturers and exporters to learn about AGOA and how to take advantage of the preferential trade agreement. The Nigerian government has identified Abia State as the country's manufacturing hub, as it is home to apparel firms that produce 2 billion naira (\$6.3 million) worth of boxer shorts, woven shirts and other garments every year for local and regional markets. Dr. Abou iiana joined the Hub's Apparel Value Chain Specialist, Mr. Emmanuel Odonkor, to brief participants on AGOA export



*Participants in Abia State listen attentively to Trade Hub's AGOA and Apparel experts.
File photo.*

procedures, duty exemption, third- country fabric waiver, quality and buyers' requirements, as well as social compliance. In September 2017, Dr. Abou iiana again presented on AGOA at the SME forum in Abuja, which is attended by SMEs to learn about access to finance, ICT, U.S. buyers' requirements, and U.S. market information.

Niger

In November 2016, Mr. Diallo and the U.S. Embassy in Niger co-organized a roundtable discussion to inform key private sector players in Niger how to boost exports to the U.S. under AGOA and regional trade under ETLs. Mr. Abdou Maman, Niger's Minister of Industry, and H.E. Eunice Reddick, the U.S. Ambassador, opened the event and greeted over 50 participants from the Nigerien government and private sector, including the Ministry of Trade and Private Sector Promotion, the Ministry of Tourism and Handicrafts, the Customs Administration, and ERCs exporting onion, sesame, livestock, dried meat, and Arabic gum. Several members of Niger's AWEPP chapter also attended.

Senegal



File photo.

In May 2017, the Trade Hub organized an AGOA workshop for 46 participants, including customs officials, members of the Senegalese Chamber of Commerce, Union Nationale des Commerçants et Industriels du Senegal, Association Afrique Agro-Export, freight forwarding companies as well as exporters of fruit and juice, textile and cosmetics. Mr. Moustapha Ly, Investment and Trade Specialist at USAID/Senegal, and Dr. Malick Diop of Senegal's Minister of Commerce co-chaired the event. Mr. Diallo took participants through AGOA rules of origin, benefits, examples of eligible products, documentation required and export procedures. For exporters of specialty foods, Mr. Diallo explained FDA facility registration and prior notice procedures, as well as labelling requirements, particularly the new nutrition facts template.

Mr. Alioun Diop, coordinator of Senegal's ATRC, presented the AGOA National Strategy and the kinds of assistance exporters can receive at the AGOA Trade Resource Center (ATRC). The Hub's mango consultant, Mr. Mamadou Dabo, presented the Trade Hub's interventions and results in the mango sector. Mr. Abdoulaye Dieng, a Hub financial advisor, explained the Trade Hub's [approach to financing](#).

Sierra Leone

In January 2017, more than 60 members of the business community and agricultural associations attended a how-to workshop on exporting under AGOA. The Freetown workshop, co-hosted by the Trade Hub, the Sierra Leone Investment and Export Promotion Agency (SLIEPA) and the Sierra Leone Chamber of Commerce, Industry and Agriculture (SLCCIA), aimed to help Sierra Leonean businesses understand the basics of exporting under the American preferential trade agreement. In Sierra Leone, major exports are minerals, including diamonds and rutile, which is used in ceramics, paint and titanium metal. The country also exports cocoa, coffee and fish. SLIEPA's Export Development Officer, Mr. Sharka Kawa, called on Sierra Leone's exporters to help earn more foreign exchange for the country by

“exporting more local products to the U.S. market.” Participants also learned about quality standards and requirements to enter the U.S. market.

In July 2017, more than 100 members of the business community—including exporters and foreign investors, as well as government and customs officials—attended an AGOA workshop in Freetown co-hosted by the Trade Hub and SLCCIA. Dr. Abou iiana discussed the importance of AGOA, including product eligibility, rules of origin, value addition, and necessary documentation.

Togo

In December 2016, more than 100 representatives from Togo’s food industry—including fruit exporters, farmers’ associations, beverage makers, and members of the African Women’s Entrepreneurship Program—attended a workshop in Lomé on exporting their products under AGOA. Mr. Diallo and Dr. Abou iiana noted that most fresh products are AGOA eligible, as long as they meet the standards and quality requirements. Dr. Julian Velez, the Hub’s U.S.-based fruit expert, informed attendees that the U.S. market for fresh products is about \$26.8 B, and almost half are imports, representing an opportunity for Togo.

In February 2017, the Trade Hub trained 21 members of Togo’s chapter of the African Women’s Entrepreneurship Program (AWEP) in AGOA’s advantages and statistics; standards and quality requirements to export agro-food products to the U.S; and export readiness, documentation and export procedures.

In April, 42 Togolese government officials and female entrepreneurs learned about opportunities and requirements for apparel and other AGOA exports at a Trade Hub workshop in Lomé. Participants included officials from Togo’s Ministry of Trade, and Promotion of Private Sector, Ministry of Development Planning, customs and other governmental agencies. At a second workshop during this trip, Dr. Abou iiana and Mr. Diallo were joined by Mr. Michael Pryor, the Public Affairs Officer at the U.S. Embassy in Lomé to train more than 35 Togolese print and electronic journalists on AGOA benefits and advantages to the Togolese economy.

In June, the Trade Hub moderated a session on AGOA during a U.S Embassy training workshop on processing economic information for Togolese journalists. Chief of Party Carol Adoum and Mr. Diallo presented information on AGOA objectives and benefits, eligibility criteria for countries and products, documentation required for export, and AGOA export data for 28 journalists from newspapers, online press, radio and TV stations. At the end of the session, Mr. Diallo was interviewed by New World TV, a Togolese private TV station.

Also in June, Mr. Diallo presented at the U.S.-Togo Business Forum in Lomé, “AGOA and trade between Togo and the U.S.,” which attracted more than 30 participants, including eight ministers, members of the business community, exporters, and officials of the U.S. Embassy in Togo. Mr. Diallo explained AGOA’s objectives and advantages as well as rules of origin and eligible products to participants, urging them to take advantage of the program. In 2015, Togo exported \$14,211,000 worth of goods to the U.S. Only about 10 percent—\$146,000—were exported under the Generalized System of Preferences (GSP) and AGOA, while many eligible products—including handbags, baskets and vegetables—were not exported under the preferential trade agreement, shortchanging Togolese businesses \$365,000 in paid import duties to the U.S. “AGOA ends in 2025,” Mr. Diallo said. “There are still eight years more for you to benefit from the program.”

This year’s AGOA Forum was held in Lomé, Togo, in August 2017. The Trade Hub played a significant role in several activities leading up to and supporting the Forum, including assisting the country to put its textile visa documentation together for approval by USTR, and developing at least the first step of Togo’s AGOA National Strategy. Trade Hub staff Mr. Jean-Didier Nacoulma and Mr. Kara Diallo made

several presentations at the AGOA Forum. Follow up on training and technical assistance to the AGOA ATRC and exporters is described in other sections of this annual report.

8.2.2 DEVELOPED NATIONAL AGOA STRATEGIES

A national AGOA strategy provides a policy foundation for a country to capitalize on duty-free opportunities to increase exports to the U.S. and attract foreign direct investment. The country's businesses benefit from these strategies and action plans as they gather information and take advantage of existing incentives, address constraints, and vigorously seize market opportunities.

Benin

The Trade Hub has assisted the Government of Benin to develop its AGOA Strategy since a September 2016 meeting held by the U.S. Embassy and the Benin Ministry of Commerce. In FY17, Mr. Diallo, the Trade Hub's AGOA Specialist, met with key officials in charge of AGOA issues and improved the terms of reference to guide recruitment of a consultant to write the Strategy, who has since been hired by the Government of Benin.

Côte d'Ivoire

During FY17, project staff members, notably Mr. Lotfi Kourdali and Mr. Daouda Diomande in Côte d'Ivoire have worked extensively with key Ivorian government officials, the African Development Bank, USAID, and other donors on the development of a country-specific AGOA Strategy. The Hub organized two national-level workshops to review key aspects of the AGOA Strategy document. The first workshop focused on the apparel and textile sectors, while the second addressed issues in the agricultural processing sector. The first draft of the strategy was submitted to the Ministry of Trade of Côte d'Ivoire in December 2016.

During the first six months of 2017, project staff worked with the Ministry of Commerce and the African Development Bank (AfDB) consultant to finalize the Strategy document. The ensuing draft included a significant revision to the original document, reflecting changes in the Government of Côte d'Ivoire during FY17 and a recognized need for further detail about the strategy's implementation. The validation workshop will be held in Abidjan in October 2017. Please find more detail about this process in the Côte d'Ivoire chapter.

Ghana

The Hub provided review and input for an August 2017 meeting of the Ghanaian technical team drafting a national AGOA strategy. Ms. Jan Forest, Trade Hub customs lawyer, made a series of technical comments about the draft document which were incorporated into the final draft. The Strategy was presented to the Ghanaian private sector and other interested stakeholders and validated at the August meeting.

Togo

Dr. Mohamed Abou iiana, the Hub's Senior AGOA Specialist, and Mr. Jean-Francois Guay, the Hub's Finance and Investment Team Lead, met in November 2016 with Togo's National AGOA Committee in response to their request for assistance with a National AGOA Export Strategy. The team visited officials from the Office Togolais de Recettes to discuss their need for training on AGOA customs and documentation and met representatives of Alaffia, a Togolese exporter of shea-based products to the United States. At the end of FY17, the Trade Hub's Côte d'Ivoire Program Director, Mr. Lotfi Kourdali, who has been involved in AGOA Strategy development for Côte d'Ivoire, is guiding the work plan development for Togo's AGOA National Strategy.

As announced in early August at the AGOA Forum in Togo, the U.S. Trade Representative's office approved the Togo textile visa this summer, a necessary step for Togo's textile and apparel industry to begin exporting to the U.S. under AGOA. The announcement capped 18 months of Trade Hub support for the visa, together with the U.S. Embassy in Togo and the Togolese presidential committee on AGOA Forum organization. The Trade Hub guided Togo in drafting the Presidential decree, the inter-ministerial order, the textile certificate of origin and the visa stamp. Also, we advised the Togolese Government in the designation of the authorized customs officials who are signatories for the visa stamp. Later, the Hub assisted the U.S. Embassy Togo with the translation into English of all the necessary documents required for the application to USTR.

"This important step will permit Togolese entrepreneurs to take advantage of the many textile and apparel benefits available under the AGOA program," the U.S. Trade Representative, Robert Lighthizer, told AGOA Forum attendees.

8.2.3 PACKAGING WORKSHOPS SUPPORT AGOA EXPORTS

Trade Hub packaging and food technology experts provide expertise and coaching

To address perennial obstacles for would-be exporters under AGOA, the Hub engaged experts in packaging and food technology to visit lead West African companies and present best practices.

Two Trade Hub-hired U.S. packaging and food technology experts, Dr. Kenneth Marsh and Dr. Thomas Butterworth, advised companies in Burkina Faso, Côte d'Ivoire, Ghana and Togo in May and June 2017.

In Ghana, participants were taken through product labeling for compliance with U.S. market and traceability requirements. The experts advised on packaging options for domestic, regional, and international exports and the types of packaging appropriate for different products. Dr. Marsh and Dr. Butterworth also visited export-ready companies—including HPW Fresh and Dry Ltd, Blue Skies Industries, Moringa Connect, and Bomarts Farms—to coach them on packaging and labeling requirements for exports.

In Abidjan, the consultants and the Hub's Mr. Diallo guided six agro-food processing companies—including Rama Cereal, GLP Les Precuits, Apinome, Wan Naira, Groupe Oban and ETIMEX—on the processing of their products, including packaging, new product line development, HACCP and quality control. The team held a separate technical workshop for 56 Ivorian processors and representatives of agricultural enterprises, co-hosted with the Association pour la Promotion des Exportations de Côte d'Ivoire (APEX-CI) and chaired by Ms. Rebecca Levy, Economic Growth Officer at USAID Côte d'Ivoire.

"I will go back and work on my products' packaging and labelling so I can take advantage of AGOA and enter the U.S. market."

--Ms. Elorm Tsikata, Renew Beauty & Well-Being Solutions.

Dr. Marsh and Dr. Butterworth then visited Burkinabé and Togolese companies to discuss packaging options and labelling requirements for domestic, regional, and international exports. They also emphasized the importance of sanitation and the use of packaging as marketing tools.

Packaging workshop for AWEP members

Thirty members of the African Women's Entrepreneurship Program (AWEP) from Benin, Burkina Faso and Togo joined their Ghanaian counterparts to learn how to add value and use packaging to better market their products at an April 2017 workshop on proper packaging. The Trade Hub's workshop for AWEP members was also livestreamed to members in Liberia. Led by Mr. Raymond Archer, CEO of Colour Planet Ltd., a premium printing press in Ghana, participants heard how good packaging creates a good first impression, protects products from tampering and adulteration, and ultimately adds value to

the products. Mr. Abou-iiana presented on quality, standards, packaging and labelling requirements in the U.S market.

8.2.4 CUSTOMS TRAINING ON AGOA REGULATIONS

Benin

Benin has been eligible to export its textiles duty-free under AGOA since January 28, 2004. However, the country has not exported much under the preferential trade agreement, largely due to a non-functional AGOA visa system. During a mission in Benin in November 2016, the Trade Hub offered to train officials on the AGOA textile visa system. In FY17, the Trade Hub organized two separate workshops.

In June, Mr. Diallo trained 13 stakeholders on the AGOA visa system, including Customs, the Chamber of Commerce and Ministry of Commerce. Following the workshop, Mr. Diallo accompanied a representative of the AGOA National Committee, Mr. Joel Kiniffo, to a meeting with the Director General of Customs and the Director of Cabinet at the Ministry of Commerce and urged them to designate authorized officials to sign the AGOA visa and make the AGOA visa stamp available at Cotonou port and airport. Following this June visit, the country designated five new authorized officers to issue the AGOA textile visa.

In August, Mr. Diallo trained 16 people, including 11 senior customs officials, on the AGOA standard operating procedures. Following this training, Mr. Diallo and a USAID/Benin delegation led by the USAID Mission Director, Mr. Jonathan Richter met with the Director General of Benin Customs to discuss next steps for the textile visa system to become fully operational in Benin. The same day, the Benin Customs produced a new AGOA visa stamp to be used for Africa New Confection's shipment of clergy vestments to the U.S. This shipment is planned for October 2017. At the end of September 2017, U.S. Ambassador, H.E. Lucy Tamlyn, attended a launching ceremony at ANC to mark ANC's first shipment to the U.S. and the country's first apparel AGOA shipment (see box above).



With speeches and a tour of one of Benin's leading apparel factories, Ambassador Lucy Tamlyn (pictured center in white sweater) applauded the shipment of 6,000 clergy shirts and 9,000 clergy collars to Hurley's Religious Goods in the United States—made by Africa New Confection (ANC).

"I congratulate Benin on the country's first apparel AGOA shipment and ANC for its first export to the United States," Ambassador Tamlyn said at the September 27 launch event. "I'm also pleased to note that the growth at ANC is being achieved alongside a strong commitment to ethical standards. The jobs that are being created will empower employees to support their families and communities."

Burkina Faso

During the AGOA Forum in August 2017, Mr. Diallo met with the Burkina Faso delegation to discuss how to operationalize their textile visa system. The delegation, led by former Minister of Trade and Advisor to the current Minister of Trade, Mr. Hippolyte Dah, included representatives from customs and the Ministry of Commerce, export promotion agencies, and the chamber of commerce. Burkina Faso's AGOA textile visa system is currently not functional due to the reassignment of authorized officials. Mr. Diallo suggested that Burkina Faso's government designate new officials to sign the visa stamp, which Mr. Dah instructed the customs representative to implement. He also requested the Hub to assist in training Burkina Faso officials—including customs officials—on the AGOA visa system.

The Trade Hub's workshop held on September 21-22 in Ouagadougou followed on from the meeting described above. At the workshop, Mr. Kara Diallo, Trade Hub's AGOA expert, explained AGOA rules of origin, eligibility criteria for products, and AGOA requirements to around twenty officials from the Burkinabé customs administration, Ministry of Commerce, and the export promotion agency. Participants also learned about the textile visa system and procedures, as well as AGOA documentation requirements.

At the end of this training, Burkina Faso customs officials designated new authorized signatories and also agreed to take the necessary steps to ensure the AGOA textile visa process is in place as soon as possible. As well as submitting the newly designated signatories to the U.S. Trade Representative for approval, customs officials will also design and produce an AGOA textile visa stamp.

Ghana

About 60 exporters in Ghana, Sierra Leone, and Nigeria received customs and regulations training via a Trade Hub webinar in February 2017. The pilot effort used YouTube Live to stream a presentation from international customs lawyer Ms. Jan Forest, a Trade Hub consultant, on the practicalities of using AGOA to export duty-free. Audience members in Sierra Leone and Nigeria used live chat to ask questions of Ms. Forest and Dr. Mohammed Abou Iliana, the Trade Hub's Senior AGOA Specialist.



Ms. Forest (middle) with participants in Accra. The workshop was also streamed live to participants in Nigeria and Sierra Leone. Photo credit: Ms. Rebecca Weaver, Trade Hub.

CEO of Alfie Designs, Ms. Adjo Asare, said that the workshop had demystified myths and misconceptions about customs and other regulations for exports under AGOA. “I am looking forward to benefiting from the AGOA program to export my apparel to the U.S.”

Customs expert and Trade Hub consultant Ms. Jan Forest also trained 14 officers of the Ghana Revenue Authority, Customs Division who review export shipments, including under AGOA. The February 2017 training in Accra covered documents required for entry, invoice requirements, entry summary, recordkeeping, classifications, valuation, origin rules-marking, and admissibility.

At a June 2017 Trade Hub workshop in Accra, Ms. Forest taught 18 apparel stakeholders—including members of the Association of Ghanaian Apparel Makers, Ethical Apparel Africa, and Studio 189 and Osei Duro (non-AGAM apparel firms)—the main differences between the international Harmonized Tariff Schedule and its more expansive U.S. version, the HTSUS, which uses a 10-digit coding system. In July 2017, Ms. Forest led another workshop for 55 fruit and other agricultural product exporters at the Ghana National Chamber of Commerce about U.S. Customs classifications for agricultural products.

In June 2017, Ms. Forest joined Dr. Abou-iiana on a trip to the Tema Port to talk with Ghana Customs officers about U.S. Customs law and the need to have additional visa stamps for textile exporters. Currently, there is only one stamp at the Tema Port and one at the Kotoka International Airport, which significantly delays items going through customs. Additional signatures will need USTR approval, but would allow more exporters to have their documents processed in a timely manner.

“[Following this training,] We can help check and even correct anomalies on export documents to prevent situations of withholding and possible return of exports.” — Customs Officer Gideon Gley.

Nigeria

In May 2017, 25 exporters and Nigerian customs officers learned more about customs documentation requirements for exports under AGOA at a training co-hosted by the Trade Hub and the Nigerian Export Promotion Council (NEPC). Among them was Tiskies Global, a Nigerian apparel exporter, which sought Trade Hub assistance to ship its first export to the U.S. under AGOA (see end of this chapter for more details).

Also in May, the Trade Hub participated in the African Foods and Products Exhibition and Conference in Lagos, hosted by the NACC and attended by food producers, clothing and textiles manufacturers as well as African handcrafts producers. Mr. William Addo joined Ms. Jan Forest in a panel discussion on accessing finance and market opportunities under AGOA. They addressed questions and inquiries from the audience regarding customs regulations and documentations, AGOA eligibility, FDA registration, U.S. buyer requirements and access to finance.

In August, more than 40 Nigerian customs officers learned standard operating procedures under the U.S. African Growth and Opportunity Act (AGOA) at a two-day workshop in the country’s commercial capital, Lagos. Trade Hub-hired U.S. customs lawyer Ms. Jan Forest and Senior AGOA Specialist Dr. Mohamed Abou iiana explained step-by-step procedures for compliance with U.S. customs.

Togo

In August 2017, after the announcement that Togo can now export textile and apparel duty-free under AGOA, Ms. Forest and Mr. Diallo trained eight Togolese senior customs officials, including the four designated as authorized signatories of the AGOA textile visa, to learn general procedures. Ms. Forest took participants through U.S customs law regarding goods valuation, classification, and country of origin, admissibility, entry and assessment of duties. She also explained the rules of origin under AGOA and requirements to export agricultural products to the U.S. The Trade Hub team reviewed the 10 textile groupings under AGOA along with the AGOA textile certificate of origin.

Sierra Leone

Seven Sierra Leonean customs officers attended the Trade Hub’s AGOA training on September 26 in Freetown. The training focused on standard operating procedures required under U.S. customs law; AGOA exports must be in compliance with these procedures. The training was conducted by Dr. Mohamed Abou iiana, the Trade Hub’s Senior AGOA Specialist.

Sierra Leonean authorities are taking serious steps to utilize AGOA and increase exports to the U.S. market. An AGOA National Steering Committee was formed in September to develop a National AGOA Strategy, a consultant has been selected, and funding has been



Senior AGOA Specialist at the Trade Hub, Dr. Mohamed Abou iiana with customs officials after the training in Sierra Leone. Photo credit: Sierra Leone ATRC.

allocated from the United Nation Economic Commission for Africa. National consultative meetings with the business community will take place within the next few months. To ensure Sierra Leonean products meet international standards and requirements, the Sierra Leone Standards Bureau has established laboratories with modern equipment to test food and agriculture products prior to export are in the process of being accredited by ISO 17025.

8.2.5 SUPPORTED THE 2017 AGOA FORUM

To ensure solid attendance at this year's AGOA Forum and following a request from the Togolese Ministry of Commerce, the Trade Hub collected and provided contacts details of Ministries of Commerce in more than 30 AGOA-eligible countries. Through our network of AGOA Trade Resource Centers, we publicized the private sector forum to businesses throughout the region and forwarded invitations to country delegations.

During the forum, four Trade Hub staff—including Ms. Carol Adoum, Chief of Party; Mr. Kara Diallo, AGOA Specialist; Mr. Jean-Didier Nacoulma, Gender Specialist; and Ms. Jan Forest, U.S.-based customs lawyer—spoke as panelists in ministerial, private sector and civil society sessions.

Before 100 people on August 9, Mr. Diallo presented barriers and solutions to expand West African business during a private sector panel discussion, “AGOA, Challenges and Opportunities.” He explained successful initiatives, including a Trade Hub report that found dried mangoes from West Africa are more competitive in the U.S. market than those from other regions, which led the Hub to organize a mango symposium in Côte d'Ivoire in April 2017, followed by Mango Week in Ghana in July (see the Mango chapter for more details). “To boost marketing in apparel, which offers some of the most generous duty savings of any product category, the Trade Hub supports the participation of West African apparel companies to the Sourcing at MAGIC Show in Las Vegas, the largest apparel trade show in the U.S.,” Mr. Diallo added (for more, please see the Apparel chapter). He also presented the Hub's recent publication, the AGOA ABCs, which proved wildly popular during the Forum, with about 200 copies distributed.



Mr. Nacoulma hosted a seminar and plenary practical skills training session on packaging for 80 members of 11 AWEPP chapters present—including Burkina Faso, Guinea Conakry, Mali, and Togo. He and Mr. Kofi Esuman, a packaging expert in Ghana, focused on how to make products more attractive.

Ms. Jan Forest, Customs Lawyer and Consultant, was on a panel discussing Customs and regulatory requirements of AGOA and other U.S. Customs procedures.

8.2.6 RESOLVING TEXTILE VISA STAMP ISSUES

Commercial invoices for textiles/apparel exports to the U.S. under AGOA must be stamped by the AGOA visa stamp, which Customs officials keep in their possession. The AGOA team found that in a number of West African countries—including Nigeria, Sierra Leone, Benin and Burkina Faso—stamps were lost or the customs signatories of record were outdated. Mali's textile visa expired when it was “disallowed” in 2012 from AGOA and did not automatically renew after reinstatement in 2016.

In FY17, the Hub's AGOA team worked with customs officials in Nigeria, Benin, Burkina Faso and Sierra Leone to solve this issue. Ghana has completed the process of making new visa stamps and submitting

updated signatures to the USTR. In some cases, this means physically manufacturing a new stamp and identifying new customs signatories to be authorized by USTR, as in Nigeria (see box below).

In May 2017, Nigerian apparel maker Tiskies Global attempted its first shipment to the U.S. under AGOA, but it did not benefit from preferential treatment for several reasons, including improper export documentation and a missing textile visa stamp, as well as having no customs agents authorized to sign it. At a Hub AGOA workshop nine days later, Tiskies' Mr. Nasir Abimbola said the company needed assistance in accessing shipping documentation, such as the textile certificate of origin, visa stamp and U.S. harmonized tariff schedule. The Trade Hub agreed to assist Nigerian customs to produce the textile visa stamp, which it presented in September. Nigerian customs will resubmit new authorized signatories to the USTR. The Hub's AGOA team also visited Tiskies' factory and discussed proper export documentation with the management.

9. FINANCE AND INVESTMENT

To bridge West Africa's financing gap in agricultural and export-ready goods, USAID's West Africa Trade and Investment Hub's Finance and Investment component boosts access to finance and investment in agro-processing and light manufacturing. During FY17, the Finance and Investment (F&I) team continued to raise investment in West Africa by building demand for financial services while increasing supply by opening opportunities with partner banks and financial intermediaries.

We are now reaping the benefits of our two-pronged approach. In FY17, Trade-Hub facilitated investments totaled \$46.9 million in 53 SMEs in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria and Senegal. Highlights of late FY17 include three investments in Nigeria—two in cereal processing companies and another in an animal feed company—and three repeated investments, with higher working capital loans, in the cereals value chain. Also of note is an investment of \$6.8 million in the poultry value chain (for egg production) in Niger.

In FY17
facilitated
\$46.9 million
in investment

These investments represented a 242% increase over last year. Our Financial Advisors' pipeline is maturing, transforming their efforts from business plan development and coaching, into loan disbursements and equity injections. In FY17, the Financial Advisors supported \$15 million in loans and investments for 20 SMEs. Also, following letters of collaboration signed with Coris Bank and Oikocredit, the Trade Hub organized trainings and conducted coaching for their bankers in four countries, leading to \$14.6 million in loans to agricultural producers.



The Trade Hub's Financial Advisor, Mr. Charles Polet of AIMS Limited, is supporting Ivorienne des Noix de Cajou (INC) with their startup phase. Completed in June 2017, INC's 8,110 square meter warehouse and plant, plus the roasting unit, will make the investment the second largest processing factory - after OLAM -in Côte d'Ivoire. Eight containers arrived in June and July 2017 from a Vietnamese equipment dealer. To make this deal happen, a total investment of more than \$16 million was required.

The Hub's Financial Advisors act as an intermediary between the company seeking the loan and the lender. First, they evaluate the need of the company seeking the loan. They then work with the company to develop a strong business case that can be presented to financial institutions. In Burkina Faso, the Danish International Development Agency (Danida) is adopting the Trade Hub's Financial Advisor model

to increase access to finance for smallholders and agricultural processing companies. Danida is launching a technical assistance support program to allow investing companies to improve the quality and quantity of the supply chain by working with smallholders. They have also put in place a line of credit at two local financial institutions, and a guarantee fund—an approach that is very similar to the Trade Hub’s model. Danida’s adoption of the Hub’s financial model is testament to its success.

Larger trends emerging this year for the Trade Hub’s finance and investment team include concentration on the high-potential cashew-processing sector and on companies in West Africa. In FY17, six companies in the cashew sector received loans and investment totaling \$19.3 million. Côte d’Ivoire received nearly 40% of this year’s total investment, mainly due to large investments into INC and SCAK, two Ivorian cashew-processing companies. Côte d’Ivoire’s cashew processing sector, where less than 8% of national production is processed every year, holds real growth potential for investors. The sector that received the second most investment was the livestock and cereal sector, largely due to a \$6.8 investment into AviNiger, a Nigerian egg producing company.

Figure 6: Investment Indicators #2 and 3 Results in \$M - FY17 by Value Chain

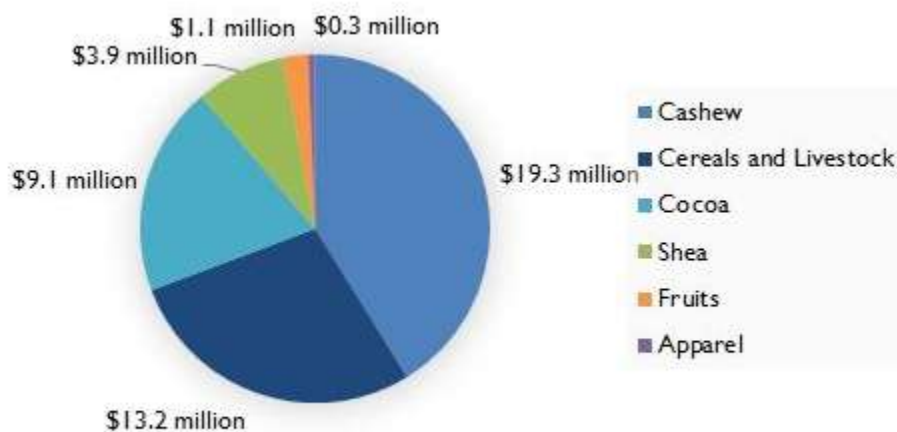
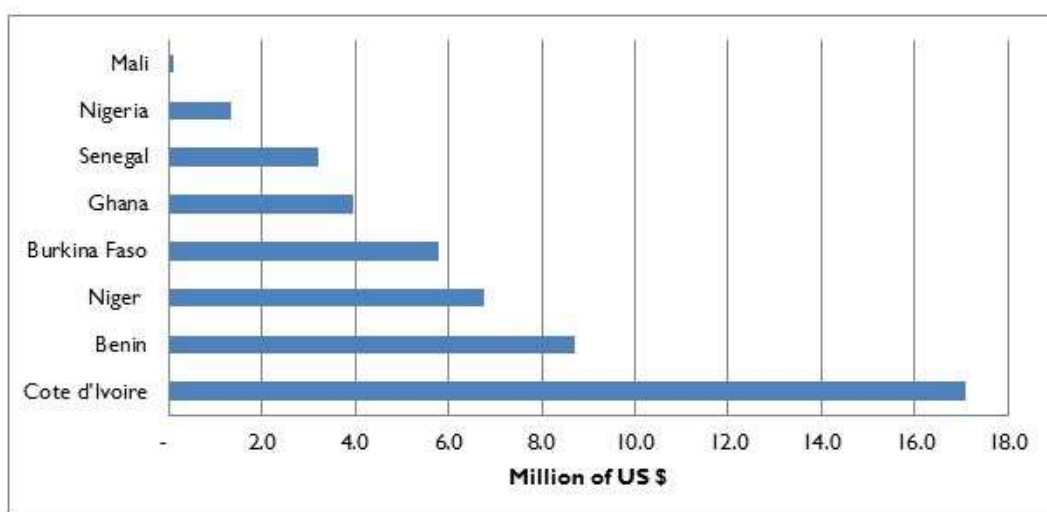


Figure 7: Investment Indicators #2 and #3 Results in \$M - FY17 by Country



Since the beginning of the project, the Trade Hub has facilitated \$66.3 million of new private sector investment. The component has realized 105% of the targets which called for \$63 million of new private sector investment in the agriculture or food chain sector and non-agricultural (apparel) sector. The project has also facilitated \$51.5 million in new loans made to clients in targeted sectors; this represents 128% of the cumulative target of \$40 million. The Hub has lagged in meeting targets set for the value of new private sector investment in non-agriculture targeted sectors, mainly apparel. Through the end of FY17, the project has facilitated \$626,000 of apparel investment. We expect to meet our cumulative target of \$2.8 million in FY18 Q1.

9.1 KEY ACHIEVEMENTS/RESULTS

- **Trade Hub Financial Advisors provide the largest share of results.** Once again, the Trade Hub's Financial Advisors network provided the largest share of finance and investment results: \$15.6 million of loans and investments or a third of the year's total results. This is significant, as FAs are working mostly with smaller SMEs who are looking for loans and investment in the range of \$500,000 to \$1 million. This amount is well below the threshold of most investment firms, who prefer to loan to larger, more established companies and prefer a mix of equity and/or quasi-equity loans of more than \$3 million. If we exclude a very large loan in the cashew sector, the average loan size handled by a Financial Advisor in FY17 was \$384,000. The Financial Advisors play an important role in the finance ecosystem, helping SMEs professionalize and move from the informal to the formal sector, working closely with them to build their business plans and understand and document their finances.

- **Three Nigerian agro-processors have \$1.35 million in new bank financing for equipment and working capital,** thanks to facilitation by the Trade Hub and its Financial Advisors' network. GraceCo Limited, a leading cereals processor, received a debt facility worth about \$1 million from the Nigeria Bank of Industry and Access Bank. Mayor Farms, which produces chicken, eggs, meat and animal feed, received a \$190,000 enhancement credit facility from Nigeria's FCMB Bank. Fair Deal, a woman-owned producer of poultry feeds such as growers' mash and broiler finisher, received a loan of \$23,000 from the Nigeria Bank of Industry to purchase new equipment. More information under demand-side activities (below).



- **Investment firm Injaro invests in promising poultry start up.** Injaro Investment and its co-investor, the Belgian Investment Company for Developing Countries, will invest \$5.7 million in AviNiger, a start-up Nigerien egg poultry production company, increasing availability of protein-rich foods for lower-income population in Niger. Through its Technical Assistance Support Partnership Agreement with Injaro, the Trade Hub helped facilitate the investment by financing Injaro's business development support to AviNiger, enabling both the business and the investor to address risk and viability gaps that would have slowed down the investment facilitation process. The equity financing from Injaro combined with the owner's equity totaling \$1.1 million, will bring the total investment for the business to \$6.8 million.
- **Trained Partner Financial Institutions in four countries.** The F&I team implemented four agriculture value chain credit risk trainings for Coris Bank and Oikocredit in Burkina Faso, Côte d'Ivoire, Mali and Senegal. At the end of FY16 and the beginning of FY17, the Trade Hub

signed Letters of Collaboration with Coris Bank and Oikocredit. The LOCs set out parameters and timelines for training Coris Bank and Oikocredit officials in risk mitigation strategies for agricultural lending and how to better negotiate with agricultural loan applicants. The Trade Hub-organized trainings took place in Ouagadougou in December, Abidjan in January, Bamako in February and Dakar in April.

- **Our partnership with Oikocredit led to \$14.6 million in agribusinesses loans in FY17** following the Letter of Collaboration signed in October 2016 and the four trainings and coaching for Oikocredit's staff on agribusiness lending. The 15 loans worth \$14.6 M represent 31% of the investments realized in the Trade Hub's entire FY17 portfolio. Of these, six loans totaling \$4.6 million have USAID's Development Credit Authority (DCA) as a guarantee mechanism.

The \$14.6 million in loans were disbursed in Benin, Côte d'Ivoire, Ghana and Senegal to four cocoa companies, one pineapple export firm, five cashew processing companies, one livestock business and one rice miller. In one year, Oikocredit loans have reached 200% of the two-year target of \$7.3 million agreed in the Letter of Collaboration.

- **Generated \$5.7 million in agribusinesses loans in FY17 following our agreement with Coris Bank International** signed in September 2016 and four training sessions in Abidjan, Bamako, Dakar and Ouagadougou. The Trade Hub's finance consultant also led coaching sessions in regional bank offices in the four countries. During FY17, seven companies received \$5.7 million in loans through Coris Bank International with Trade Hub support. The average loan size was \$635,000. All loans received support from the Trade Hub's Financial Advisors and direct business development services from the Trade Hub. In August 2017, USAID/West Africa supported USAID to sign a Development Credit Authority (DCA) agreement with Coris Bank International, which support loans of between \$8 and \$16 million, depending on the guarantee percentage used. Results should begin showing next quarter, and into 2018-2019.



- **Facilitated a second round of investment funding of \$7.6 million for a cashew processing factory in Côte d'Ivoire, with DCA support.** The investment enabled the firm to develop contract farming programs and buy raw cashew nuts in large quantities. In addition to a first round of funding worth \$5.4 million awarded in July 2016, the Hub worked closely with USAID/West Africa to support *Ivoirienne des Noix de Cajou* (INC) to receive a second round of funding worth \$7.6 million with USAID's DCA as a guarantee mechanism. By supporting this industry champion, USAID and the Trade Hub are opening the doors for other large startup cashew processing companies to obtain credit facilities from Côte d'Ivoire's banking sector and tap the country's huge processing potential.

9.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

In FY17, the Hub carried out both demand-side and supply-side interventions to increase access to finance. The demand for financial services comes from agribusinesses in search of financing to grow their businesses, which our demand-side activities directly support. The supply of financial services comes

from financial institutions seeking to expand and diversify their portfolios, so our supply-side activities involve our working directly with financial institutions.

9.2.1 DEMAND-SIDE ACTIVITIES

Ivorian cashew processor receives \$2.8 million in financing

The Trade Hub's Financial Advisor, EM Consulting, worked with Société Cooperative d'Anacarde de Kafique (SCAK) to make the company's business case to Ivorian lenders, ultimately facilitating \$1.2 million in financing for SCAK from a second financial institution, following a \$1.625 million loan last quarter. These two loans mark the first time SCAK has received bank financing. EM Consulting will showcase this success in its quest for other clients. SCAK produces, purchases and trades cashew nuts for export to Indian and Vietnamese markets. It has about 150 cashew producer members with potential average annual production of 20,000 MT. SCAK also purchases from outside cooperatives and other groups. Previously, SCAK received pre-financing from its Asian clients before each season, which was disbursed before the Ivorian Government establishes the season's fixed price for cashew. This has sometimes been unfavorable when the price per kilogram imposed by the Asian clients is below the farm gate price set by the government, so SCAK would lose money after cashew campaigns. Now with the bank loans, they can decide the selling price of their products and ensure profit. SCAK's Chairman, Mr. Zana Coulibaly, expects the linkage with commercial banks will accelerate the addition of a processing unit. The Trade Hub has advised SCAK on its financial model of the processing project and the cooperative has already received quotation for processing equipment from Vietnamese equipment dealers.



"We sincerely thank the Trade Hub, because the loan and the relationship established with banks will give another dimension to our company. Trade Hub intervention constitutes a turning point in the history of SCAK. Now our company can move from a raw cashew export company with a pre-finance arrangement with one Indian trader to an exporter selling the nuts to the best buyer for the best price in the market. This is a major improvement of our business model." - Mr. Zana Coulibaly, Chairman SCAK.

Photo credit Ms. Jessie Lafourcade, Trade Hub.

To build the demand for financial services, the Trade Hub develops agricultural investment pipelines, pre-screens agribusinesses, and directs them to the Hub's Financial Advisors' network. The Hub also provides business development services to promising firms with a focus on value-added agro-processing companies and export value chains—especially those eligible for duty-free treatment under AGOA.

Table 8 summarizes key demand-side interventions for FY17, followed by a detailed description of these activities. In FY17, demand-side financial services constituted nearly half (42%) of the F&I component's total results, representing \$19.6 million in loans and investments in West African companies.

Table 8: Main Demand-Side Financial Services Activities

Strategy	Number / Location	Activity	Results FY17 (\$)
Financial Advisors	14 Financial Advisors in eight countries	Support through Financial Advisors, who act as business development specialist (BDS) intermediaries, helping companies to become bankable.	15,613,588

Hands-on Assistance	Two deals in Burkina Faso, one large shea plant, and one cereals processor.	Direct technical assistance from experts, through short term technical assistance, and local mandates resulted in one large transaction. The other deal is still pending.	3,899,178
Financière Africaine Subcontractor	Forty informal BDS providers in the rice valley of Senegal.	Support to smallholder farmers to gain access to leased equipment. About 25 loan files are pending with financial institutions.	Pending
Growth Mosaic Subcontractor	One apparel company in Benin	Direct support on financial management, investment readiness, and accounting to a Beninois apparel company.	Pending
Gender Access to Finance	One local consultant working with women's organizations	Technical assistance and training through local partners (associations). End of the strategy in Burkina Faso, mostly an FY16 activity.	76,230
FY17 Demand Side Investment Results			\$19,588,996

The following section provides some details on activities and results.

9.2.1.1 *Investment and Loan transactions through Financial Advisors*

In FY17, 11 of the Trade Hub's Financial Advisors network facilitated 22 loans totaling \$15.6 million to 19 businesses in six countries: Burkina Faso, Côte d'Ivoire, Ghana, Mali, Nigeria, and Senegal). Most of the loans, \$11.7 million, went to businesses in the global value chains of apparel, cashew and tropical fruit. Fifteen loans totaling \$3.9 million supported businesses in the Feed the Future value chains, mostly cereals. Five women-owned businesses operating in the apparel, livestock and cereal sectors in Burkina Faso, Nigeria and Senegal received financing collectively worth \$1.9 million.

The loans the Trade Hub facilitated in FY17 will enable the businesses to meet working capital needs and support investments in equipment to increase their processing capacities and enhance their business operations. Please find a full list of these loans in the table below with details following.

Table 9: *Investment and Loan Transactions through Financial Advisors in FY17*

Number	Country	Value Chain	Name of Companies	Investments (US \$)
1	Burkina Faso	Livestock	Faso Grain	519,938
2	Burkina Faso	Cereals	ENAK	97,363
3	Burkina Faso	Fruits	Waka	392,090
4	Burkina Faso	Cereals	Top Agro	444,073
5	Burkina Faso	Cereals	Faso Malo	40,211
6	Burkina Faso	Apparel	Othentic	313,949
7	Ghana	Fruits	Ohumpong Investment	457,376
8	Ghana	Cereals	AgriAccess Ghana	152,198
9	Ghana	Cereals	Precision Farms & Oils	203,552
10	Ghana	Cereals	Precision Farms & Oils	203,082
11	Mali	Cereals	Faso Kaba	127,979
12	Nigeria	Cereals	Mayor Farm and Agro	187,274
13	Nigeria	Cereals	Mayor Farm and Agro	156,647
14	Nigeria	Livestock	Fair Deal Farm	22,889
15	Nigeria	Cereals	GraceCo	970,073
16	RCI	Cashews	INC	7,550,806

17	RCI	Cereals	AMC-FC	487,767
18	RCI	Cashew	Scak Coop	1,625,607
19	RCI	Cashew	Scak Coop	1,219,205
20	Senegal	Cereals	Teranga 2	159,370
21	Senegal	Fruits	Senfresh	12,436
22	Senegal	Cereals	Teranga 2	269,704
FY17 Demand Side - Financial Advisors' Investment Results				\$15,613,588

Growth financing approved for Nigerian agro-processors.

The Trade Hub and its Financial Advisors' network facilitated a total of \$1.35 million in new bank financing for three Nigerian agro-processors:

GraceCo Limited, a leading cereals processor, received a debt facility worth about \$1 million from the Nigeria Bank of Industry and Access Bank to finance purchase of new equipment and additional working capital to scale up production. This company specializes in consumer goods and the production of maize flour, ground rice and other inputs for the baking and confectionary industry. With the new financing, GraceCo plans to grow sales from \$6.3 million in 2016 to \$10 million in 2018 and create an additional 150 jobs.

Mayor Farms, which produces chicken, eggs, meat and animal feed, received a \$190,000 enhancement credit facility from Nigeria's FCMB Bank to purchase raw materials and new equipment for its animal-feed line. "Our major cost of production is animal feed for poultry" said Mayor Farms' Managing Director Mr. Yemi Ogundei. "With this new funding, we will be able to buy and store more raw materials for production in order to remain competitive."

Fair Deal, a woman-owned business, produces poultry feed such as growers' mash and broiler finisher as well as sinking fish feed, and feed for rabbits, pets and ruminants. Fair Deal also provides milling and grinding services to other companies. The company received a loan of \$23,000 from the Nigeria Bank of Industry to purchase new equipment to automate its operations and scale up current production. To facilitate the loans, the Trade Hub's Finance and Investment Specialist, Mr. William Addo, worked with two Nigerian Financial Advisors, Pearl Mutual Consulting and HighNet Resources.

Facilitated a loan of \$152,198 to Ghanaian cereals processor to purchase equipment

Ghanaian cereal processing and marketing firm AgriAccess Ghana Limited secured a working capital loan of \$152,198 to supply larger quantities of grains to Guinness Ghana Breweries Limited (GGBL), its biggest client. "The demand for our company's products grows by the day, and our current capacity does not enable it to meet this demand," said Mr. Anthony T. Poore, Managing Director of AgriAccess. "GGBL requires much larger consignments of sorghum than we currently provide." The working capital loan, approved the second week of January 2017, was facilitated through the Trade Hub Financial Advisors' network. It will enable AgriAccess to purchase five additional tractors and provide more mechanized services to its 2,000 outgrowers and smallholder farmers. AgriAccess will also purchase a 30-ton truck that will enable the company to provide easier, faster and more hygienic delivery services to clients. In order to support this important growth and large client receivables, AgriAccess also requested another working capital loan to finance the receivables of GGBL. This request is still underway.

Financial Advisors facilitate \$858,000 in loans for cereals and tropical fruit businesses in Burkina Faso, Mali and Senegal

Financial Advisors facilitated a total of \$824, 000 for three cereal businesses in Burkina Faso, Mali and Senegal plus a mango exporting business in Senegal. Top Agro, an agricultural inputs and cereals trader

in Burkina Faso, Faso Kaba, a seed producer in Mali, and Teranga, a rice processor in Senegal, received \$440,000, \$128,000 and \$256,000 respectively as working capital from local banks to purchase inputs as fertilizer, seeds and paddy to increase their business operations. Since 2015, Faso Kaba and Teranga have received a total of \$210,000 and \$1.5 million in loans as a result of direct Trade Hub support. Senfresh, a fruit trading business in Senegal received a loan of \$12,436 from a local financial institution to cover its working capital needs of sourcing and processing fresh fruits for sale on the local market.

9.2.1.2 *Investments and Loans transactions through Hands-On Assistance*

\$3.7 million loan to ADI Prod finances new processing facility

ADI Prod is a Burkina Faso-based, woman-owned business and a subsidiary of Agence Deli International (ADI). This experienced commodities trading company deals in shea nuts, cashew nuts, sesame, peanuts, and dried bissap (hibiscus flowers, an ingredient in herbal tea). In FY17, ADI Prod received a \$3.9 million loan from Coris Bank—secured by a 50% guarantee from the African Guarantee Fund—to finance construction of a new \$8 million processing facility and purchase equipment. When completed, the facility will process shea nuts into shea butter, and process soy beans and groundnuts for both the domestic and international markets. The facility will be able to process 300 tons per day. The loan approval process took more than a year, from an original term sheet in May 2016 to closure in December 2017. Ms. Kafui Djonou, the Trade Hub's Business Development Specialist, and Trade Hub's Financial Advisor, SSG, helped ADI Prod develop market research showing the potential of the new facility. The Hub supported technical feasibility analyses and the environmental and social assessment for the proposed facility. The Trade Hub also connected ADI Prod with Société Générale Burkina Faso (SGBF), another local commercial bank, which provided \$0.67 million in working capital to support production once the factory is operational. ADI's owner is contributing \$3.4 million in equity in the form of buildings, vehicles and land.

9.2.1.3 *Loan transactions through the subcontractor Financière Africaine*

Financière Africaine deal with service providers in Senegal valued at \$2.3 million

The Trade Hub's Financial Advisor, Financière Africaine, and the USAID/Senegal project Naatal Mbay, are collaborating to provide business development services (BDS) to small, informal service providers in Senegal's River Valley, the heart of the country's agricultural sector. These business development service providers are seeking to lease or purchase combine harvesters/tractors and other agricultural equipment to boost national production and improve commercialization. Their business, in effect, is to provide services to smallholders; it is for this reason that the Trade Hub calls them BDS providers.

In FY17, Financière Africaine opened a branch office in Saint-Louis at the head of the Senegal River to be closer to their clients. At the request of the government agency, Société d'Aménagement et d'Exploitation des terres du Delta du Sénégal (SAED), which oversees rice development in the River Valley, Financière Africaine presented the Trade Hub's program to agricultural stakeholders at a launch event in FY17Q1 in Saint-Louis, attended by more than 150 participants. The Hub's Finance and Investment Team Lead, Mr. Jean Francois Guay answered questions about the Hub's access to finance program. SAED has praised the Hub's program and requested that it expand to include the northern part of the valley.

Financière Africaine has since identified 75 BDS providers, narrowed to 40 through a screening process that looked for BDS providers who already owned rice fields, and, for some, already possessed tractors and/or combine harvesters. At a minimum, BDS providers were required to be literate, and have the will to become a formal business. In the past quarter, FA completed the identification process, and sent their loan requests to financial institutions. On average, each BDS provider plans to buy a tractor and/or

harvester machine valued at approximately \$145,000. If 15 of them are approved by the end of October, this represents \$2.3 million in equipment leasing in the River Valley. The results will be presented in next quarter's report.

9.2.1.4 *Loan transaction through the subcontractor Growth Mosaic*

Hub collaborates with subcontractor to improve Beninois apparel manufacturer's financial strength

Ethical Apparel Africa (EAA) is providing technical support to the Beninois apparel company Africa New Confection (ANC), which currently producing a large order for a U.S. maker of religious garb. To ensure ANC could fulfill this order—Benin's first sizeable export under the U.S. African Growth and Opportunity Act (AGOA)—the Hub works closely with Growth Mosaic, a Ghanaian consulting firm specialized in formulating long-term strategies for businesses to access and manage growth capital.

In FY17, Growth Mosaic improved ANC's financial management capacity, which will build investors' confidence in its ability to absorb and effectively use a capital injection. Last quarter, EAA, ANC, and Growth Mosaic met with Orabank to discuss a working capital loan. Orabank requested support from USAID's DCA, which would expand that team's work in West Africa to include the apparel sector.

Growth Mosaic still anticipates bringing in an outside investor to improve ANC's financial strength, as large U.S. orders require extensive working capital. In the meantime, EAA will develop its own contract with ANC, so the purchase order is also backed by a legally binding agreement. This document will clarify their business relationship and promote more visibility for the bank, enabling the local bank, Orabank, to finance the purchase order.

9.2.1.5 *Small loan transactions for women companies*

Burkinabé women-owned micro-businesses receive financing

After attending Trade Hub training in 2016, in FY17 13 women-owned businesses in Burkina Faso received \$76,230 in financing from a microfinance institution and a local bank. Like most small businesses supported through this strategy, these firms, which process cereals and rice mostly for the local market, used the loans to purchase stock and meet other working capital needs. The strategy facilitated financing to women-owned SMEs and helped build their business acumen through trainings and individual coaching modules. The Trade Hub hired a local consultant to support this activity.

Gender Access Strategy in Côte d'Ivoire

Plans to roll out the Gender Access Strategy in Côte d'Ivoire at the beginning of 2017 were delayed due to the complexity of getting potential partner banks' commitment to implement the program. Unlike the pilot in Burkina Faso, the program in Côte d'Ivoire is taking a supply-side approach: The Trade Hub will work in close collaboration with partner financial institutions to build the financial acumen of women-owned SMEs and facilitate financing to boost their operations. In FY17, following the Trade Hub's initial engagement with a potential partner bank to discuss the Gender Strategy's implementation steps, the team embarked on a field mission to develop detailed client briefs that support follow-on training with the partner bank staff. The client briefs are a succinct financial profile, summarizing activities, constraints, opportunities, and expansion plans to help partner financial institutions structure appropriate loan products for women-owned businesses. Trade Hub training for Coris Bank International bankers will begin in October 2017. In the same period, two groups of women entrepreneurs will receive a three-day training, preparing them to develop a strong business relationship with Coris Bank.

9.2.1.6

Other Demand-Side Activities Resulting in \$19.6 million investment

During this last year, the Trade Hub's Finance and Investment team delivered three trainings at different venues across the region to inform small and medium-sized businesses about the complexities of commercial borrowing and exporting under AGOA, mostly with chambers of commerce and regional partners.

AGOA outreach workshop guides Ghanaian companies through export financing

In April, Mr. William Addo, the Trade Hub's Finance and Investment Specialist, facilitated an export-financing workshop and took about 30 participants from the agro and apparel sectors through contracts and payments issues. Mr. Addo explained to Ghanaian exporters that reading and understanding terms and conditions of contracts before signing them will make them competitive in the U.S. and global markets and prevent future legal issues.

Trade Hub talks access to finance at the Food and Products Conference in Nigeria

On May 26, the Trade Hub participated in the African Foods and Products Exhibition and Conference in Lagos, Nigeria, hosted by the NACC and attended by food producers, clothing and textiles manufacturers as well as African handcrafts producers. Mr. William Addo, the Hub's Finance and Investment Specialist, and Dr. Mohamed Abou iiana, the Hub's Senior AGOA Specialist, joined U.S. customs expert, Ms. Jan Forest in a panel discussion on accessing finance and market opportunities under the U.S. African Growth Opportunity Act. They addressed questions and inquiries from the audience regarding customs regulations and documentations, AGOA eligibility, U.S. Food and Drug Administration registration, and U.S. buyer requirements. For more information about this workshop, please refer to the AGOA chapter.

Trade Hub partners with Nigerian-American Chamber of Commerce to build SMEs' business-planning skills



facilitated the workshop with Ms. Vivian Ani of Highnet Resources, a Financial Advisor in Nigeria who is part of the Hub's West African network.

NACC's new Director General, Ms. Joyce Akpata, said: "A focal area for me as I settle in this new role is to build the capacity of our members, of which SMEs form a significant proportion. And I am keen to ensure we get it right and be seen to be adding value to their business while also preparing them to access global opportunities." *This photo shows participants gathering after the workshop. Photo credit: Trade Hub Staff.*

To address a chronic access to finance gap, the Trade Hub and the Nigerian-American Chamber of Commerce (NACC) organized a business-plan development workshop for 15 agribusiness small and medium enterprises (SMEs) on March 8 in Lagos, Nigeria. "One major challenge that hinders businesses' ability to access finance in the region is poorly developed business plans that are presented to banks," noted Mr. William Addo, the Trade Hub's Finance and Investment Specialist, who

9.2.2 SUPPLY-SIDE ACTIVITIES

The finance and investment component works with banks and investment firms to increase their understanding and ability to lend to the Trade Hub's target value chains, including how USAID's Development Credit Authority guarantees can reduce a bank's risk in loans to agricultural SMEs. The Trade Hub also works with non-DCA supported banks and impact lenders to assist in their delivery of debt and equity financing to agribusinesses throughout West Africa.

The Trade Hub's supply-side activities are largely realized through collaborations with investment firms, including Injaro Investments, Palladium Capital and Moringa Partnership. Efforts initiated in 2015 came to fruition in 2016 and 2017, when the Trade Hub signed contracts with Injaro and Palladium, respectively. The Trade Hub is also partnering with the Dutch impact lender Oikocredit and with Coris Bank International, which have a local presence in multiple countries, and signed Letters of Collaboration with them both in 2016. The Trade Hub, Coris Bank and Oikocredit agreed to collaborate on trainings on mitigating credit risk in Trade Hub-supported value chains—including cereals, livestock, shea, cashew, tropical fruits. In FY17, the Trade Hub also collaborated with the European investment fund Moringa Partnership sas.

In FY17, these supply-side partnerships delivered \$27.4 million in loans, or 58% of the Trade Hub's total \$47 million in loans and investments. Table 10 summarizes the Hub's finance and investment component's supply-side interventions and lists the strategies that led to the results. The table is followed by a detailed summary of each activity.

Table 10: Key Supply-Side Financial Services Activities

Strategy	Names/ Location	Activity	Results FY17 (\$)
Collaboration with a regional bank, to facilitate DCA use	Coris Bank in Burkina Faso, Côte d'Ivoire, Mali and Senegal	Technical assistance, coaching and trainings on Targeted value chains and DCA utilization and structure. <i>Indirect to date, through FA.</i>	* \$5,702,001 (Not accounted in the Supply side)
Collaboration with DCA to provide a portable DCA to INC	Portable ¹³ DCA to INC, which negotiated with NSIA and SGBCI	Technical assistance and support to the cashew processing company, INC, the financial advisor and NSIA bank. <i>Indirect to date, through FA.</i>	* \$7,550,806 (Not accounted in the Supply side)
Collaboration with an impact lender to facilitate DCA use	Oikocredit in Benin, Burkina Faso, Côte d'Ivoire, Mali, Togo	Technical assistance, coaching and trainings on targeted value chains and DCA utilization.	\$14,603,272
Collaboration with a Bank in Côte d'Ivoire for a Gender Strategy	Coris Bank Côte d'Ivoire	With Coris Bank Côte d'Ivoire, to reach a maximum of women enterprises in the next years.	Trainings at end of September and October 2017
Partnership with investment firms for larger agribusinesses	Injaro: In all Ecowas	Financial and technical support to Injaro, Palladium and to facilitate larger investments in targeted value chains.	\$6,756,137
Partnership with investment firms for agribusiness	Palladium Impact: Ghana, Nigeria	Financial and technical support to Palladium, to facilitate larger investment in targeted value chains.	One transaction to happen in October 2017.
Partnership with investment firms for	Moringa Partnership: Benin	Technical support and contacts with regional and local banks to Moringa	\$6,000,000

¹³ A DCA that a company can use to negotiate with multiple banks (instead of a portfolio DCA, with just one bank).

agribusiness	Partnership to facilitate larger investment in targeted value chains.	
Investment firms for larger investments		\$27,359,409

* NB. The results from Coris Bank and NSIA are largely a result of the work and referrals from Trade Hub Financial Advisors. As such, the amount is descriptive of the close collaboration that Coris Bank and NSIA developed with our FAs. It is not counted, however in the supply-side section, but in the demand-side. In fact, this work is a model for how the demand side (FAs) should closely work with the supply side (banks) of financial services.

9.2.2.1 Implemented four agriculture value chain credit risk trainings for Coris Bank and Oikocredit

Trade Hub partners with Coris Bank in Mali to provide credit risk training



At the Trade Hub's February 2017 credit risk training in Mali, Coris Bank officials learned risk mitigation strategies for agricultural lending and how to better negotiate with loan applicants during Trade Hub training. Following similar workshops in Burkina Faso, the sessions trained approximately 30 participants through practical modules on the dynamics of different agribusiness value chains, risks involved in awarding agribusiness loans, and how to structure financing mechanisms—all information that Financial Advisors need to build a company's risk profile and reject or approve loan applications. The Trade Hub's Finance and Investment team lead, Mr. Jean-Francois Guay, Mr. Charles Adegandjou, Finance and Investment Specialist, and Mr. Gerard Mariotte, international finance consultant, presented the modules, while Trade Hub partners, including representatives from Oikocredit, shared their experiences and lessons learned in assessing risk for agribusinesses.

These trainings reflect the Trade Hub's commitment to help Coris Bank and Oikocredit facilitate \$31 million in financing for smaller agribusinesses throughout West Africa. In 2016, Oikocredit signed an agreement with USAID's Development Credit Authority to expand loan opportunities for smaller West African agribusinesses — as well as a technical assistance agreement with the Trade Hub to improve the banks' institutional knowledge of agricultural value chains. Coris Bank is expected to sign a DCA agreement this March. The agreements will enable the bank and impact lender to extend more loans to West African small and medium-sized agricultural businesses, cooperatives and associations by sharing the loan risk and creatively bridging the gap in agribusiness lending.

On February 17-18, Trade Hub staff and trainers provided credit risk training in Mali to Coris Bank bankers (left). Mr. Alassane Kabore, Coris Bank's Head of Risk and Legal Affairs (center, right photo) underlined the importance of using this training to grow Coris Bank's agribusiness lending. Mr. Jean-Francois Guay, the Hub's Finance and Investment Team Lead and Mr. Gerard Mariotte, a Hub finance consultant, also led training modules. Photo credit: Ms. Rebecca Weaver, the Trade Hub.

Following our signed Letters of Collaboration with both institutions, Coris Bank and Oikocredit officials learned risk mitigation strategies for agricultural lending and how to better negotiate with agricultural loan applicants. The Trade Hub held trainings in Ouagadougou in December, Abidjan in January, Bamako in February and Dakar in April.

The trainings presented a total of 100 participants with practical modules on the dynamics of different agribusiness value chains, risks involved in awarding agribusiness loans, and how to structure financing mechanisms—all information that Financial Institutions need to build a company's risk profile and reject or approve loan applications. In addition to the trainings, our international agri-finance consultant provided 20 days of coaching for more than 20 head and branch offices' staff to validate and screen live files. This technical assistance led to \$20 million in successful loans as described below.

Generated \$5.7 million in agribusinesses loans following our agreement with Coris Bank International.

Following the Letter of Collaboration signed between the Trade Hub and Coris Bank in September 2016, the Trade Hub organized four training sessions in Abidjan, Bamako, Dakar and Ouagadougou, and coached regional bank offices in the four countries. During FY17, Coris Bank disbursed \$5.7 million in loans—70% of the first year target of \$8.2 million set out in the Letter of Collaboration. Seven companies received loans that averaged \$700,000; all supported by a combination of technical assistance from the Trade Hub's Financial Advisors and through the Trade Hub's direct business development services. This shows that the supply of financial services (loans) works best when mixed with a demand-side supported by Financial Advisors. This is the basis for the model that the Trade Hub actively promotes.

Table 11 details loans the Trade Hub facilitated through Coris Bank, supported by Financial Advisors.

Table 11: Loan Transactions through Coris Bank, Supported by Financial Advisors in FY17

Number	Country	Value Chain	Name of Companies	Investments (\$)
1	Burkina Faso	Cereals	Enak	97,363
2	Burkina Faso	Cereals	Top Agro	444,073
3	Burkina Faso	Cereals	Faso Malo	40,211
4	Burkina Faso	Fruits	Waka	392,090
5	Burkina Faso	Livestock	Faso Grain	519,938
6	Burkina Faso	Shea	Adi Prod	3,894,378
7	Burkina Faso	Apparel	Othentic	313,949
FY17 Supply Side – Loans through Coris Bank Results				\$5,702,001

The training to educate bankers about risks associated with loans to agricultural processing SMEs was well-received, but Coris Bank is still finding it hard to find companies who, from the bank's perspective, possess enough collateral to make lending to them an acceptable risk. The Credit Committee at the board level often requests additional information for larger transactions, such as market studies and better financial analysis. In general, Coris Bank has found it difficult to adapt and make large agricultural loans outside of Burkina Faso, the location of its West African headquarters.

In addition, Coris Bank has been evaluating four loan requests totaling \$4 million from Financial Advisors for more than six months. The Trade Hub still expects to see Coris disbursing loans in the next quarter in Côte d'Ivoire and Senegal, as managing directors in both countries were enthusiastic about the training and the collaboration with the Trade Hub. Coris Bank is working closely with Trade Hub

Financial Advisors, with some deals coming directly from their pipelines. The Trade Hub's international consultant has also identified new clients through his in-the-field coaching to Coris Bank staff.

In August 2017, USAID/West Africa supported USAID to sign a Development Credit Authority agreement with Coris Bank International. We are expecting to see the result in the next quarter, but most of it will come later in 2018. Coris Bank's DCA-supported lending to SMEs will be roughly between \$8- \$16 million depending on guarantee percentage used.

Trade Hub partnership with Oikocredit led to \$14.6 million in agribusinesses loans in FY17

Following the Letter of Collaboration signed in October 2016 and the four trainings and coaching for Oikocredit's staff on agribusiness lending, Oikocredit disbursed 15 loans totaling \$14.6 million in the last quarter of FY17. Six loans totaling \$4.6 million, representing 31% of their disbursements, have USAID's DCA as a guarantee mechanism. The \$14.6 million in loans were disbursed in Benin, Côte d'Ivoire, Ghana and Senegal to four cocoa companies, one pineapple export firm, five cashew processing companies, one livestock business and one rice miller. In one year, Oikocredit loans have reached 200% of the two year target of \$7.3 million agreed in the Letter of Collaboration.

Our partners are filling different market niches across the finance spectrum. The average loan size from Oikocredit is about \$1 million. Oikocredit loans bridge the gap between the Financial Advisors, who disburse on average just under \$400,000, and the investment firms, with average investment of around \$3 million.

Table 12 details the Hub's finance and investment component's supply-side intervention by Oikocredit, supported by Financial Advisors.

Table 12: Loans Transactions through Oikocredit in FY17

Number	Country	Value Chain	Name of Companies	Investments (US \$)
1	Benin	Fruits	Promo Fruits	246,503
2	Benin	Cashew	Kake 5	422,316
3	Benin	Cashew	La Lumiere	211,996
4	Benin	Cashew	Tolaro Global - Oikocredit	750,000
5	Benin	Cashew	Afokantan Benin Cashew	1,066,140
6	Ghana	Cocoa	FEDCO	2,921,122
7	RCI	Cocoa	Ecookim	1,762,215
8	RCI	Cocoa	CABF	848,112
9	RCI	Cocoa	CABF	1,156,337
10	RCI	Cocoa	Cooca Trade Ivoire	1,208,319
11	RCI	Cocoa	Cooca Trade Ivoire	1,250,260
12	Senegal	Cereals	Coumba Nor Thiam	979,497
13	Senegal	Cashew	Cajou Casamance	416,753
14	Senegal	Cereals	Coumba Nor Thiam	511,108
15	Senegal	Livestock	Mamelles Jabot	852,593
FY17 Supply Side – Oikocredit Investment Results				\$14,603,762

Loans facilitated for agribusinesses through the Trade Hub's agreement with Oikocredit include:

- Federated Commodities Limited (FEDCO) in Ghana received a credit line of \$2,921,122 in November 2016. FEDCO purchases cocoa beans from farmers organized into grower's associations in districts across the cocoa-growing areas of the country for onward sales to the Ghana Cocoa Board, the sole exporter of cocoa beans in Ghana. The credit line financed the procurement of cocoa beans by FEDCO from producers, conditioning, storage and transport of cocoa beans to Ghana Cocoa Board warehouses. FEDCO works with 105,000 smallholder farmers spread across 70 districts in the cocoa growing areas of Ghana (Brong Ahafo, Western, Eastern, Central, Ashanti and Greater Accra regions)
- Afokantan Benin Cashew, a raw cashew nut processor in Benin that exports to Europe, received a working capital loan of \$1,066,140 in April 2017. The loan will enable Afokantan to procure raw cashew nuts for the 2017 season and is expected to benefit the company's 3,000 suppliers (11% women) and 400 workers (70% women) and their families.
- Cajou Casamance Senegal, one of the few cashew nut processors in Senegal, received a working capital loan of \$416,753 to purchase raw cashew nuts for the 2017 season. The financing will benefit at least 335 of the company's smallholder suppliers of raw cashew nuts as well as 180 direct employees (80% women) in Sedhiou and their families.
- Couba Nor Thiam, a rice producer and processor in the rice Valley of Senegal, received a working capital loan of \$511,108 in May 2017. The short-term loan will enable purchase of paddy rice and agricultural inputs, such as fertilizers and improved seeds for smallholder farmers. Loan beneficiaries include 213 groups of smallholders, around 700 people.
- Mamelles Jaboot SARL, a producer of yogurt and cereal products in Senegal, received a loan of \$852,593 to expand and reorganize its processing unit in Dakar. The direct beneficiaries of this financing are the company's current 135 employees in its Dakar unit, its future employees (approximately 100 individuals), and about 500 millet producers who supply the company's raw materials.
- Cocoa Trade Ivoire, an Ivorian exporter of cocoa and coffee and an importer of frozen fish, received a working capital loan of \$1,250,260 to pre-finance the export of about 450 MT of cocoa beans. The financing will allow the company to strengthen its relationship with partner cooperatives that supply raw materials by increasing and making available working capital to purchase cocoa beans during the 2017 harvest. The direct beneficiary of the credit funds is Société Coopérative Dialogue de Djékanou (SOCODD), one of the supplying cooperatives. SOCODD has four member cooperatives with 2,045 members—all in rural areas—and 37 direct employees.

9.2.2.2 *Loan transaction through the portable DCA for a cashew processing startup*

Facilitated a second round of investment funding totaling \$7.6 million for a cashew processing factory in Côte d'Ivoire, with DCA support.

The investment enabled the firm to develop contract farming programs and buy raw cashew nuts in large quantities. In addition to a first round of funding worth \$5.4 million awarded in July 2016, the Hub worked closely with USAID/West Africa to support *Ivoirienne des Noix de Cajou (INC)* to receive a second round of funding worth \$7.6 million with USAID's DCA as a guarantee mechanism.

This success masks the extreme difficulty INC faced to obtain this financing. Even though Côte d'Ivoire is the world's largest producer of cashew nuts, most of Côte d'Ivoire's cashews are processed in India and Vietnam. INC is a startup in a sector that is badly served by banks as there are so few cashew-

processing firms in Côte d'Ivoire. It was extremely tough for the financial advisor and INC's management to negotiate a fair deal. It would have been much easier to negotiate for a firm operating in Côte d'Ivoire's cocoa, cotton or coffee sectors. Over the last couple of years, most bankers withdrew from trading in raw cashew nuts due to high market price volatility. The bankers' main concern is that the cashew sector does not trade on an international commodities exchange market, as the cocoa sector does, for example. By supporting this champion, USAID and the Trade Hub are opening the doors for other large startup cashew processing companies to obtain credit facilities from Côte d'Ivoire's banking sector. This is significant, as there is large, untapped cashew-processing potential in Côte d'Ivoire.

9.2.2.3 *Investment and Loans through Injaro, an Investment Firm*

Injaro Investment and its co-investor, the Belgian Investment Company for Developing Countries, will invest \$5.7 million in AviNiger, a start-up Nigerien egg poultry production company. The equity financing from Injaro combined with the owner's equity of \$1.1 million, will bring the total investment for the business to \$6.8 million. The aim is to increase the availability of protein-rich foods for lower-income populations in Niger. Through its Technical Assistance Support Partnership Agreement with Injaro, the Trade Hub helped facilitate the investment by financing Injaro's business development support to AviNiger, enabling both the business and the investor to address risk and viability gaps that would have slowed down the investment facilitation process.

Niger faces an alarming rise in cases of malnutrition, especially among children. Eggs are an inexpensive source of high-quality protein for a child's diet. The demand-supply gap of eggs suitable for eating in Niger shows a shortage estimated at 200 million eggs. This shortfall has led Niger to depend heavily on imported eggs from Burkina Faso, Côte d'Ivoire, Ghana and Nigeria over the years. With this investment, AviNiger aims to close the gap: Its modern poultry farm in Niamey will supply 38 million quality eggs to the Nigerien market annually. With eggs as its primary output and meat as a secondary product, the company will help improve food security in Niger.

By producing locally, the company will have a clear competitive advantage over importers. Eggs are bulky and fragile, making their transport more complicated and more expensive than other foods. The company's operations will also boost the region's cereals trade, since maize and soya bean to be used for poultry feed will be sourced locally and from other countries in the region.

9.2.2.4 *Investment and Loans through Moringa Partnership*

Moringa Partnership, a European private investment fund, develops agroforestry projects while providing a lower commercial return of between 10-20% for its investors. (Most investment firms seek a return of around 25%.) Moringa is looking to scale up successful agroforestry initiatives and generate a positive social impact through an outgrowing program that generates a fair profit among companies and farmers. A grant component, the Agroforestry Technical & Assistance Facility (through the African Development Bank or AfDB), boosts the environmental and social impacts.

Moringa Partnership has completed its first West African investment in Benin, in a processing cashew factory called Tolaro Global. The \$5 million investment will allow Tolaro to increase processing from 2,000 MT per year to 10,000 MT in three years and add a roasting unit. Oikocredit, the Trade Hub's partner and DCA holder, approved a \$750,000 working capital loan for Tolaro this quarter. As this was lower than Tolaro's original loan request, Moringa added \$1 million in working capital. The need for working capital is significant, so the Finance and Investment Team Lead also referred Tolaro to Coris Bank in Benin and Afreximbank.

9.2.2.5 Contracted with Palladium Impact to increase the Trade Hub's reach in agriculture SMEs in West Africa

In August 2017, the Trade Hub signed a contract with investment impact firm Palladium Impact to provide technical assistance that speeds up investment readiness of potential companies, while Palladium Impact will invest in the companies. Palladium Impact anticipates investing mostly through a mix of debt and equity in small companies, e.g., those in need of between \$500,000 and \$2 million. The Palladium Impact-Trade Hub partnership is focusing on Nigeria and Ghana. The Trade Hub signed the first deal in August 2017, with a food company from Ghana called Ribeth, producing local hot sauce *shito*.

The Trade Hub's collaboration with Palladium began in July 2016 with a Letter of Collaboration, agreeing to together assist SMEs in Ghana and Nigeria. The Trade Hub shared loan requests compiled by our Financial Advisors and our own network with Palladium. For the Trade Hub and our Financial Advisors in Nigeria and Ghana, it is extremely difficult to find local banks to finance clients, so finding alternative sources of finance appeared to be the only logical next step.

Usually, impact investment firms or impact lenders are very risk-averse in Nigeria and Ghana, with one or two transactions per year, and rarely in agriculture. In addition, they will ask for a minimum loan of \$3 million, which excludes most of the SMEs in West Africa. Finding an investment firm interested in the same target group as the Trade Hub (i.e. agriculture and smaller firms) is important to facilitating investment in these two countries. Palladium Impact, which will invest on average \$500,000 in West African agriculture companies, has shared several possible deals with the Trade Hub's Financial Advisors, who will provide technical assistance to improve their investment-readiness.

10. CAPACITY BUILDING AND GRANTS



Mr. Massamba Dieng (left), Trade Hub's Senior Monitoring & Evaluation Specialist, verifies participant data at the cereals exchange in Lomé in July 2017. Photo credit: Ms. Maria Gwira, the Trade Hub.

The focus of the Hub's capacity building component is to strengthen the capacities of regional partner organizations in their respective value chains and increase trade. In order to attain this objective, the Hub has supported partner organizations to build their capacity in financial sustainability and selected other areas that they designate as priority as identified in the 2016 Organizational Capacity Assessment (OCA). During this fiscal year, the Hub has worked with the partners to address capacity and management skills in the areas of member services delivery and extending their membership, advocacy techniques, proposal writing and project management as per the OCA findings. As part of the Hub's approach to contribute to financial sustainability and accountability of the partners, the Hub introduced the cost-sharing principles in which the partners committed to cost share the costs of activities.

In addition, during the course of FY17, the Trade Hub's capacity building team strengthened the capacity of the private sector, specifically women owned business, by providing trainings focused on packaging, labelling and food safety requirements required under AGOA, as well as processing and selling high quality shea butter in local, regional and international markets.

10.1 KEY ACHIEVEMENTS/RESULTS

- Introduced cost-sharing principles to partners to support long-term sustainability.
- Launched a desktop study and shared best practices of well-managed organizations focused on governance, organizational, institutional and financial sustainability.
- Worked with Borderless Alliance (BA), Confederation des Federations du Bétail et de la

Viande de l'Afrique de l'Ouest (COFENABVI-AO), WAGN (West African Grain Network) and FIKA-C (Filière Karité de Côte d'Ivoire) to develop an action plan focused on their financial sustainability.

- Conducted a training workshop on project management and proposal development for COFENABVI, Borderless Alliance, WAGN and RESIMAO (Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest) which led to a four year contract for COFENABVI with the Swiss Agency for Development and Cooperation (Swiss Agency).
- Increased the visibility of Borderless Alliance by providing financial assistance to enhance Borderless Alliance's communications, marketing and fundraising strategy.
- Signed partnership agreements with WAGN national associations in Ghana, Togo and Burkina Faso to co-organize cascade training to promote the use of written contracts among the cereals value chain actors.
- Assisted the African Cashew Alliance (ACA) Secretariat with the implementation of its strategic plan, including adapting membership configuration and dues structure to support the Alliance, as well as a review of member services, the development of a membership strategy and a sustainable funding model.
- Assisted FIKA-CI to submit a successful proposal to Fonds Inter-professionnel pour la Recherche et le Conseil Agricoles (FIRCA) to implement an agricultural research project.
- Fostered opportunities for women to connect with other women entrepreneurs to create stronger linkages among businesswomen across West Africa; helped increase networking opportunities.
- Strengthened the capacity of women by organizing workshops on packaging and labelling solutions for five African Women's Entrepreneurship Program (AWEP) chapters, providing training on processing and marketing quality shea butter for AWEP Burkina.
- Provided technical assistance to 11 AWEP chapters for the creation of an AWEP West Africa association.

10.2 IMPACT OF CAPACITY BUILDING ACTIVITIES

Over the last year, the Hub has conducted multiple trainings to improve the quality of packaging, to increase membership of its partner organizations, and to financially sustain its partners in several countries. The activities in FY17 were adjusted to the needs of the specific value chain and the organization and can be summarized as follows:

- Providing training on advocacy, best practices, project management including development of successful proposals;
- Technical assistance focused on financial sustainability through membership drives and member services activities; Development and dissemination of best practices on well management associations.

Following the support provided by the Hub to the four AWEP chapters, the trainings provided on packaging and discussions with the Hub's Gender Specialist, Mr. Jean-Didier Nacoulma, additional AWEP chapters (Liberia, Sierra Leone, Nigeria, Guinea Conakry, Niger, Mali) joined the AWEP regional network.

In addition the Hub has supported WAGN to strengthen and consolidate its network of stakeholders through different trainings, and COFENABVI to create and strengthen a network of cattle fatteners.

We provide more information below about the impact of our support, categorized by value chain:

10.2.1 LIVESTOCK

Building the operational capacity of the COFENABVI secretariat

Trade Hub support has enabled COFENABVI's secretariat to improve the presentation of reports, better manage internal communications and monitor the impact of activities. The Trade Hub assisted COFENABVI to develop and apply an administrative and financial procedures manual; this manual and procedures contribute to good governance principles.

Collection of membership dues for COFENABVI

The OCA assessment highlighted COFENABVI's need to provide better services to its members. Using best practices gleaned from Borderless Alliance's experience, the Hub suggested ways to increase the members' financial contributions, such as identifying members whose dues were outstanding and following up on payment in a systematic fashion. In July 2017, COFENABVI's Permanent Secretary noted that the organization has been conducting a pilot on the collection of membership dues with the Togo national federation and early results are encouraging.

An OCA follow up meeting in January 2017 provided the basis for many of the Hub's recommendations to COFENABVI on improving its operations and furthering the organization's financial stability. Based on the Hub's suggestions during this meeting, COFENABVI reviewed its strategy for collection of membership dues. COFENABVI identified members with outstanding dues and set up a system to follow up on dues payment by invoicing its member organizations

Submission of a successful proposal by COFENABVI

With extensive media coverage during the event, COFENABVI has increased its visibility after the Hub-supported livestock salon Salon International du Bétail et de la Viande de l'Afrique de l'Ouest (SIBVAO) in FY16. Following this livestock salon, COFENABVI signed a partnership agreement with the Swiss Agency for Development and Cooperation to collaborate in the livestock trade sector. COFENABVI agreed to submit a proposal on regional livestock trade. Following the Hub training on project management and proposal writing, COFENABVI finalized the pending proposal and submitted it to the Swiss Agency for Development and Cooperation. In a major boost to COFENABVI, the Swiss Agency for Development and Cooperation has agreed to fund a four year project (2018-2021) to facilitate movement of cattle and increase the regional livestock trade.

10.2.2 TRADE AND TRANSPORT

Increased visibility of Borderless Alliance

Following the Hub support through the hiring of Djembe communication, BA has improved its website and communication through social media. In previous years, BA constantly changed its logo and colors. As a result, BA used successively four logos since 2014 to communicate with its audience. Djembe Communication supported BA to review its logo and branding guidelines. This has led to the standardized logo with the tag line included below and will be use by BA going forward.



The new logo of Borderless Alliance (left) along with several previous versions.

Borderless Alliance is working actively on resource mobilization through dues-paying membership

The desktop study coupled with the training on financial sustainability helped Borderless Alliance to embark on activities focused on resources mobilization. BA developed an action plan that serves as a guide to implement the various actions identified towards sustainability of the Alliance. BA restructured its membership and communicated the membership benefits to members and as a result increased its members from 86 in 2016 to 91 members in 2017.

10.2.3 CEREALS

Impact of agribusiness best management practices workshop

Following the April 2015 workshop which focused on business planning training by modelling best practices from Trade Hub lead companies in the cereal sector, the Trade Hub's Gender Specialist met with TCPROC owned by Mrs. Segbezdi, who applied for a loan to expand her business following the April training. She noted that: "We saw what was possible in terms of producing in a proper factory setting, and this gave my family a vision for what we could achieve. The training that the Trade Hub gave me in book keeping helped me makes this vision a reality – making it possible to apply and receive a bank loan in order to expand our business."

10.2.4 GENDER ACCESS TO FINANCE ACTIVITIES AND WOMEN OWNED BUSINESS

In Burkina Faso, Mr. Nacoulma continued to promote opportunities for women through the Hub's Gender Access to Finance Strategy and followed up with women owned companies that are at varying stages of the Hub's loan facilitation process. The Hub organized trainings, which provided information about international norms and standards, and defined eligible products, with the aim of helping these women-owned businesses to access regional and international markets.

With the Trade Hub's support, seven women-owned businesses in the livestock value chain have obtained a loan from *Fonds de Développement de l'Élevage* (FODEL) in Burkina Faso. These businesses, received loans for approximately \$15,000 in total that will enable them to, for example purchase and fatten sheep for sales during the Tabaski festival. Please refer to the Finance & Investment chapter of this report for more details about the Hub's Gender Access to Finance Program.

Hub training on Packaging solutions impacted women business owners

Mrs. Issoufou Binbegah, Commercial Director of Choco Togo, noted that subsequent to the Hub training workshop with packaging expert Dr. Ken Marsh and food technology expert Dr. Tom Butterworth on packaging and food safety in Lomé, she changed her product from producing 'granulated chocolate' to 'melting chocolate'. Also following feedback and technical guidance from the Trade Hub's Gender Specialist, Choco Togo enhanced its packaging, and brightened the colors to make the product more attractive and competitive.



Mrs. Issoufou Binbegah showing the new product packaging on the right, with the old packaging on the left. Photo credit: Staff.

10.2.5 SHEA

FIKA-CI

As part of its financial sustainability action plans, FIKA-CI submitted a successful a proposal to Fonds Inter-professionnel pour la Recherche et le Conseil Agricoles (FIRCA) to implement an agricultural research project, funded by FCIAD (Competitive Fund for Sustainable Agricultural Innovation) for a total amount of \$30,000. The funds will be used to increase the varieties of shea butter varieties and improve the production of shea butter.

Due to the success of the warehouse initiative program, during Q4FY 17 FIKA-CI obtained a grant of \$35,000 from USAID through Global Shea Alliance to build five additional warehouses. The funds will be used to train women groups in cooperative development, business management, aggregation of products and planting of shea butter species.

10.3 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Project investments in training and coaching began to bear fruit in FY17. COFENABVI-AO and FIKA-CI applied for and received funding from the Swiss Agency for Development and FIRCA respectively. The Hub worked to increase linkages and collaboration among different AWEPS across West Africa which has led to the creation of the West African AWEP Association. Women-owned businesses in the cereal sector, for example TC PROC, used the Hub training to improve skills on business management and entrepreneurship, and successfully obtained loans. In the case of cereals processor TC PROC, this has led to a new factory and greatly expanded sales.

These successes were the results of Trade Hub training and leveraging existing networks to train women. Over the last year, this team conducted 126 trainings in 18 countries. Hub staff trained 5,071 participants during this fiscal year in six value chains. The training focused on financial and organizational sustainability, project management and



AWEP Burkina decided to start a new packaging for the shea butter as a result of the Hub technical assistance.

proposal writing exercises. Many barriers to export are related to grades and standards; in order to overcome this roadblock, the Trade Hub organized AGOA-related food safety and packaging workshops. Other training was related to WRAP Certification Awareness workshops, Capacity building for the National Trade Facilitation Committees, workshops to promote the use of written contract in the cereals value chain, mango GlobalG.A.P. Certification and SPS training.

FY17 training builds on Organizational Capacity Assessments conducted in FY16 and desktop study conducted in the first quart of FY17

The Hub capacity building team began FY17 by sharing the results of the OCA conducted in the last quarter of FY16 with FIKA-CI, WAGN, Borderless Alliance, ACA, RESIMAO and COFENABVI-AO. The Hub also carried out a desktop study¹⁴ that reviewed the best practices of well-managed associations on governance, organizational and financial sustainability, as well as individualized reports for each organization that related experiences of associations similar in nature. The Hub capacity building team subsequently met with the Hub's partners to discuss the OCA recommendations, shared results of the desktop study, and identified training needs. During these meetings, the Hub team reviewed the strengths, weaknesses, and improvements made by each partner in the area of organizational capacity since the beginning of the Trade Hub project. The team gathered feedback and comments from each national federation, and discussed membership drive activities with BA, COFENABVI-AO, and RESIMAO.

During these meetings, the Hub also worked with the partners to design a capacity building plan taking into account the organization's particular needs and interests and the weaknesses identified in the OCA. Based on this plan, the capacity building team implemented a complementary capacity development approach by conducting training workshops for the partners on project management tools, proposal development and project design. Evaluations of the partner organizations showed that this training provided them with the tools to build their project management skills and increased their ability to successfully respond to requests for proposals.

The Trade Hub's tailored training to partners is presented below.

Table 13: Capacity Building Activities Conducted in FY17

Partners	Activities
BA, Global Shea Alliance (GSA)/FIKA-CI (Ivorian shea network), WAGN, COFENABVI	<ul style="list-style-type: none"> Conducted a desktop study on membership services provided in similar organizations; identified and studied key regional or international organizations' best practices from a sustainability perspective; shared the best practices on sustainability and how membership services contribute.
ACA	<ul style="list-style-type: none"> Trained ACA staff on administration, communications, accounting, and finance. Strengthened and reinforced ACA's market information system to collect and disseminate information. Funded ACA Cooperate services assessment in Burkina Faso, Côte

¹⁴ A Study of Financial Sustainability Models: FIKA-CI- Susan Puska , January 2017
A Study of Financial Sustainability Models: Borderless Alliance- Susan Puska, January 2017
A Study of Financial Sustainability Models: WAGN- Susan Puska, January 2017
A Study of Financial Sustainability Models: COFENABVI- Susan Puska, January 2017
Review of Associations to Highlight Financial Sustainability Best Practices- Susan Puska, January 2017

	<ul style="list-style-type: none"> d'Ivoire and Ghana. Conducted cashew market information services assessment to reinforce service deliveries to members.
Borderless Alliance	<ul style="list-style-type: none"> Provided technical assistance and training on project and financial management systems so associations can manage their operations, membership activities, and programs based on OCA findings. Updated procurement manual. Provided financial assistance to enhance Borderless Alliance's communication, marketing and fundraising strategy.
RESIMAO, WAGN	<ul style="list-style-type: none"> Provided technical assistance and training to strengthen project management and financial management systems as per the OCA recommendations. Trained WAGN members on advocacy techniques. Signed partnership agreements in FY17Q3 and FY17 Q4 with WAGN member countries to co-organize cascade trainings promoting the use of written contracts. Provided training on internal and external communications to WAGN leadership. Trained 10 representatives of new member countries on the usage of RESIMAO's MIS platform. Supported RESIMAO's objective to become financially sustainable Provided financial support for RESIMAO to expand its membership to the Republic of Chad.
COFENABVI	<ul style="list-style-type: none"> Provided technical assistance and training on policies and procedures, internal and external communication and project performance management including drafting of proposals Provided training on building financial resources and increasing membership Revitalization of the Benin national livestock association

Desktop study

To complement the OCA assessments and provide training that would result in meaningful change for Trade Hub's partners, the Hub launched a desktop study in Q1 FY17 to assess best practices of leading regional and international organizations from a sustainability perspective. The study reviewed more than 90 associations around the world, including a number in Africa. The results of the study showed that within the sampled, well-managed organizations, top funding sources are (in order) membership dues and fees, donations and grants, fees for services (ranging from conferences to varied professional services), and government support (grants and subsidies). Across the value chains, the study identified standard member benefits offered by well-managed organizations. They include a combination of the following:

- A well-organized and up-to-date website that shows the competency and relevancy of the organization to members; members only sections that reinforce the special value members get from the fees they pay.
- Advocacy services that actively promote members' interest to local officials, state bodies, or international bodies, for example updating members on issues the organizations are working on and what actions they are taking.
- Information relevant to the value chain distributed through channels such as newsletters, blogs, books, magazines, and studies.

- Value fee-for-service payments by providing training courses, workshops, insurance, loans, access to discounted products that are relevant to the value chain, youth-focused programs (training, awards, or scholarships to promote the quality of the next generation working in the value chain).
- Professionalism by increasing the level of professional performance of member organizations and individual members. This includes expert advice on value chain operations, human resources advice, legal advice, technical assistance visits, special “tools” (for example, developing applications- and templates for proposals).
- Business development by helping new and existing entities increase their business acumen and marketing skills to promote vitality within the value chain.
- Organization of exhibitions, conventions, conferences, and booths at relevant conferences and trade shows.

Based on the study’s findings, well-managed, sustainable organizations promote and sustain membership by combining active and ongoing recruitment with useful and relevant services and offerings.

Following the desktop study, the Capacity Building team met with the Hub’s partners—Borderless Alliance, COFENABVI, WAGN and FIKA-CI—to discuss the findings of the desktop study during a three day, interactive, brainstorming session with each of the partners individually. Discussion focused on the sustainability of each organization, member benefits, roles and responsibilities, services to be provided to members, and diversification of funding. The partners identified services that can be provided to members and non-members to generate revenue that will help them become more sustainable. As a result, each partner organization, with Hub support, developed an action plan that outlines short-term and medium-term activities to begin to lead to financial sustainability.

Following the workshop with the different partners’ organizations, the Hub provided technical assistance to implement the action plan. .

The table below shows the action plan for each organization and next steps. While the action plan provides guidance in terms of activities that could be planned with short-term and long-term objectives, the timing is up to each partner to decide what works best for their organization.

Table 14: Action Plan for Each Organization and Implemented Activities

Organization	Action plan agreed and planned with partner organizations	Activities carried out in FY17
COFENABVI	Database, national federations revitalization, membership expansion and dues collection:	
	<ul style="list-style-type: none"> • Complete the assessment of the three national federations (Benin, Burkina and Niger) • Complete the database of members and deliver membership cards • Implement the strategy on collection of membership dues in each member country • Re-energize the Benin, Côte d'Ivoire and Niger National federations and increase the membership expansion at the national level • Renew the Togo and Senegal national federations' executive committees 	<ul style="list-style-type: none"> • Organized general assemblies to renew the Togo and Senegal national federations' executive committees and engage with them in the process of re-organizing into in an inter-profession association (an inter-professional organization includes all the professionals in the value chain (producers, traders, transporters, processors)) • Organized meetings with the executive committees and general assemblies to re-energize the three federations (Benin, Côte d'Ivoire and Niger) • Set up a restructuring committee of the national federation of cooperatives in the livestock and meat sector in Côte d'Ivoire.

	Fees for services	
	<ul style="list-style-type: none"> Train butchers and cattle fatteners in Burkina and Niger on cattle fattening process and contracting; and facilitate their participation in commercial events (livestock trade fairs in the region) 	<ul style="list-style-type: none"> Collected fees from animals sold monthly on livestock markets in Togo Organized Operation Tabaski in August 2017 in Burkina Faso, Côte d'Ivoire and Benin to collect a fee on each animal sold.
Borderless Alliance	Database, membership expansion and dues collection	
	<ul style="list-style-type: none"> Review and revise the membership categories and dues fee structure Review the dues payment strategy Provide value to members Develop aggressive communication schedule Increase number of members 	<ul style="list-style-type: none"> Categorized members into new categories, reviewed and recommended new membership fee structure Conducted survey of members' needs and updated members' and stakeholders' contacts Developed policy on dues payment and what to do with those members in arrears.
	Fees for services	
	<ul style="list-style-type: none"> Develop fee for services and identify other funding sources (training, consultancy and others) Develop new/proactive advocacy strategy Increase the visibility of BA 	<ul style="list-style-type: none"> Defined core competencies and services to be offered Developed a Trader Guide¹⁵ (similar to the Trucker Drivers Guide) to capture country (or region) specific trade information to facilitate trading process Developed directory of organizations Borderless conducts advocacy with, including resource person contact Monetized newsletter by providing opportunities for sponsorships.
WAGN	Database, membership expansion and dues collection	
	<ul style="list-style-type: none"> Expand membership base Promote WAGN members and their activities 	<ul style="list-style-type: none"> Categorization and prioritization of services to members Re-structured the national associations and diversified the membership at the national level Developed a mechanism for payment of membership dues Opened up the inter-professional to other institutions who wish to join without passing through the Cereal inter-professional committees (CIC).
	Fees for services	
	<ul style="list-style-type: none"> Develop a "fee for services" structure for members and non-members Develop a mechanism for timely payment of dues and revise fee structure 	<ul style="list-style-type: none"> Organized a donor round table in March 2017 alongside ARAA (Agence Régionale de l'Agriculture et de l'Alimentation) Technical assistance to build the capacity of the WAGN Executive secretariat in writing proposals and responding to expressions of interests.
FIKA-CI	Increase membership and dues collection	
	<ul style="list-style-type: none"> Finalize the membership database by updating membership forms and folders Obtain new members by targeting SMEs /and companies in the shea sector Implement mechanisms that contribute to the recovery of membership dues 	<ul style="list-style-type: none"> Met with Alaffia Women's group and learned from their best practices in financial sustainability (Alafia Shea Butter Cooperative works with local shea butter producers in Togo to produce high quality shea butter that is then incorporated into the crafting of creams, lotions, and soaps in Olympia, Washington.) Mrs Rachel Kambou of FIKACI visited Alaffia during the AGOA Forum in Lomé to complete a strategy of duplicating Alaffia business model in Côte d'Ivoire.

¹⁵ A trader guide is a booklet that capture country (or region) specific trade information to facilitate the trading process, e.g. information on business registration, customs requirements, trading documents required, contacts for trade organizations, etc.

	Fees for services	
	<ul style="list-style-type: none"> Set up a Consultancy Unit that will provide revenue generating services; roll this out in the shea sector and explore other revenue generation activities 	<ul style="list-style-type: none"> Organized trainings on village savings and loans to the members Organized training session on shea butter production, business development trainings, technical assistance, management of SMEs in the shea industry, cooperative development trainings Rented existing warehouses during the shea off season (Re-activation of the Management, Publicity committees).
	Financial resource mobilization with partners and stakeholders	
	<ul style="list-style-type: none"> Establish strategic partnerships with donors, partners and with other similar organizations in the region (Alaffia, etc.) In Côte d'Ivoire identify existing funds and donor funds for implementing new initiatives in the shea sector Respond to requests for proposal for managing development projects 	<ul style="list-style-type: none"> Set up Village Savings and Loans scheme in the different regions FICA-CI is continuing to monitor existing funds for the implementation of their new initiatives in the sector FIKACI submitted successfully a proposal to Fonds Inter-professionnel pour la Recherche et le Conseil Agricoles (FIRCA) to implement an agricultural research project.

Following these meetings, the capacity building team worked with the partners to progressively implement their action plans focused on financial sustainability and self-sufficiency. In line with this objective, the capacity building team conducted follow-up meetings with the partners, emphasizing the role of the national federations and committees in the implementation of their financial sustainability action plans. This approach enabled discussions between the different members of these organizations, fostered greater collaboration, and reinforced the internal communication among the members.

Project management and proposal development workshop

In FY17Q3, the capacity building team conducted a needs-assessment exercise with its partners on key training topics based on the OCA recommendations. The partners agreed that in order to ensure their financial sustainability, a key priority was training in project management and proposal development. The Trade Hub's team worked with each partner to identify specific pending proposals. The team then designed a tailored training program for COFENABVI, Borderless Alliance, RESIMAO and WAGN. Trade Hub trainers provided one-on-one coaching to each organization and shared practical tools with the partners so they can draft project proposals that will meet the goals and objectives of prospective donors. Based on this coaching, each partner worked on concrete project proposals to be submitted to potential donors. The table below summarizes the outcome of these trainings.

Table 15: Summary of Output and Outcome of the Project Management Training

	<u>Input</u>	<u>Output</u>	<u>Outcome</u>
COFENABVI	<p>Areas of project management, compliance, strategic planning and budgeting – as outlined in COFENABVI's procedure manual.</p> <p>Training focused on using the results based management (RBM) system which helped participants to identify project inputs, activities, outputs and outcomes.</p>	COFENABVI chose to present a project proposal focused on improving regional trade in the livestock value chain, with the goal of finalizing and submitting the proposal to the Swiss Agency for Development and Cooperation.	COFENABVI received funding approval from the Swiss Agency for Development and Cooperation for the project. They signed a contract for the four year project (2018-2021) to improve the regional livestock trade.

	Importance of compliance to increase donor and member confidence in COFENABVI's ability to successfully implement a project.		
Borderless Alliance	Topics focused on executing a project start-up plan, a mobilization plan, sub-contract management, field office operations, and contingency planning. Other topics included procurement, project communication, project deliverables, project finance, and project close-out.	Participants identified their weaknesses in the area of proposal writing and came up with innovative ideas to source funding from other donor agencies. The training enhanced their level of understanding of project design and implementation.	Review of existing procurement procedures and update of BA's procurement manual Successfully submitted two proposals to the West Africa Food Markets Project and Ghana National Chamber of Commerce for an ECOWAS Project.
RESIMAO	Topics focused on project proposal drafting using the Result Based Management approach.	Reviewed a proposal submitted to a donor.	Developed a project proposal to be submitted to African Development Bank.
WAGN	Topics focused on techniques for proposal writing using Results Based Management tools.	Participants developed an action plan which will serve as a road map, to support their efforts to write successful proposals meeting the standards of donors targeted.	Developed a project proposal that will be submitted to USAID.

10.4 CAPACITY BUILDING ACTIVITIES CONDUCTED TO PROMOTE ORGANIZATIONAL AND FINANCIAL SUSTAINABILITY

10.4.1 LIVESTOCK

Revitalization of national federations

COFENABVI's national federations in Benin, Burkina and Niger have been inactive for the last year. As part of the organization's sustainability plan, COFENABVI's leadership traveled to meet the three national federations of Benin, Burkina and Niger to renew their interest in membership. Following this visit, the Benin federation decided to reactive its membership in COFENABVI and its national members to rejoin the Benin national livestock federation. The Niger cattle fattening network was able to regroup the previous members and the two separate livestock associations decided to come together into one umbrella as the national Nigerien livestock APEX organization. A restructuring committee of the national federation of cooperatives in the livestock and meat sector in Côte d'Ivoire has also been set up.

Fees for COFENABVI services

As part of its financial sustainability action plan, members of COFENABVI's Permanent Secretariat traveled to Mali, Togo and Côte d'Ivoire in May 2017 to follow up with the presidents of the national federations on collection of membership dues.

Delivered support to national livestock federations through the COFENABVI grant

Due to events outside COFENABVI's control, including political risks and a regional health emergency, the Hub agreed with the confederation that some planned activities could not be implemented in FY16.

These funds were then re-allocated for other activities under a no-cost extension of the grant agreement. COFENABVI used the grant to support the Burkina, Mali and Niger Fatteners Networks and conducted a diagnostic study for the three national federations of Benin, Burkina Faso and Niger to define a roadmap for their revitalization (more information about this is reflected under the section above “Revitalization of national federations”).

Provided capacity building assistance to GHAFLIP

The capacity building team held two meetings in November 2016 with the Executive Committee of the Ghana National Federation of Inter-professionals (GHAFLIP) to discuss its funding gaps and human resource needs. As a first step, the Hub provided technical guidance to GHAFLIP during a meeting in Accra in February 2017 to draft an internal one-year action plan and shared with their leaders best practices on project management skills, including membership drives and member services.

The team also contributed to discussions and exchanges between Ghanaian and Burkinabé traders. Members of GHAFLIP visited the markets of Djibo, Pouytenda, and Kaya in Burkina Faso, where small ruminants and cattle are traded, and established business relationships with members of the *Fédération Bétail-Viande du Burkina* (FEBEVIB). During this visit, the capacity building team helped build GHAFLIP's business negotiation skills and establish an action plan for the federation to mobilize the financial and human resources it needs to finalize the contracts between the two federations. Following this mission, the members of GHAFLIP placed annual and seasonal orders to trade small ruminants and cattle from Burkina Faso to Ghana. However, due to security issues, the transactions were delayed until the next season. It is expected that the commercial relationship will lead to the implementation of Operation Tabaski in 2018 between the Ghana association (GHAFLIP) and the Burkina Faso association (FEBEVIB).

Enhanced the negotiation skills of FENABEV (Benin National livestock federation) and FEBEVIB members and livestock traders

During the Hub's 2017 Operation Tabaski, held from August 28 to September 7 2017, the capacity building team played a key role in supporting negotiations between Burkinabe and Beninois livestock traders. Many of the traders had never sold outside of their traditional markets. Mr. Jean-Didier Nacoulma, the Trade Hub's Gender Specialist provided information to these traders about the opportunities that selling in new markets offered, and provided coaching to build their negotiation skills.



Meeting with livestock traders in Burkina Faso, August 2017 (left) and a coordination meeting in Cotonou, Benin, August 2017. Photo credit: Staff.

As a result, the Bohicon and Parakou markets in Benin as well as other new targeted markets (Djougou and Cotonou) opened to sheep traders for the first time; traders traditionally only sold cattle in these markets. FENABEV and FEBEVIB have agreed to jointly organize Operation Tabaski in 2018. Opening

these markets to trade in sheep is a positive step that can be replicated next year to help make Operation Tabaski 2018 a success.

10.4.2 CEREALS

Successful donor roundtable organized by WAGN; upgrades to internal and external communications

As a follow up to the OCA, the Hub's Capacity Building team and WAGN agreed there was a need to improve internal and external communication and a need to build the WAGN's secretariat's proposal writing skills. To address WAGN's communication needs and to increase the organization's visibility, the Hub's communication team conducted a communication assessment for WAGN and followed this up with communications training. The communications training focused on improving existing communication tools and helping WAGN identify strategies to be more visible externally. The training also suggested ways the organization could improve their communication flow internally among members (For more details please refer to the Communications chapter).

As part of the objective to diversify their funding sources, the Hub's technical team provided technical assistance to WAGN on how to manage their partnerships with donors. The Hub's team provided a coaching session for the preparation and organization of the WAGN Donor Roundtable organized in Lomé in March 2017. This Donor Roundtable presented the newly prepared three-year action plan to potential financial partners who support the ECOWAS Regional Agency for Agriculture and Food (RAAF). This round table was attended by representatives from the Spanish Agency for International Development Cooperation, Swiss Agency for Development and Cooperation, the French Development Agency, and the European Union.

Signed partnership agreements with WAGN member countries to co-organize cascade trainings that promote the use of written contracts

The Trade Hub's capacity building team facilitated the signing of partnership agreements between the Hub and WAGN member associations in Ghana and Togo to promote the use of written contracts in the cereals value chain.

In Ghana, the Cereal Inter-professional Committee (CIC)-Ghana, the inter-professional body of WAGN in Ghana, took the lead in training CIC-Ghana members on using written contracts as a best practice. Together with CIC-Ghana, the Trade Hub conducted trainings during Q317 in Tamale, Techiman and Awutu Brekum. They were attended by 157 people including 48 women and 109 men from across the cereals value chain. All trainings were conducted on a cost share basis as a way to promote financial sustainability.

In Togo during Q4FY17, the same types of trainings were co-organized with the Cereals Inter-professional Committee of Togo in Lomé and Kara. These trainings involved 63 participants including 23 women and 40 men from across the cereals value chain. (For more details about these trainings please refer to the Cereals chapter of this report).

Advocacy training for West African Grains Network

During this fiscal year, the Hub supported a training of trainer initiative to strengthen the ability of presidents of the Cereal Inter-professional Committees to advocate for government policies and to support the cereal value chain in their countries and at the regional level. Representatives from Togo, Ghana, Côte d'Ivoire, Burkina Faso, Niger, Senegal, Guinea Conakry and Mali, as well as three staff members from WAGN's executive secretariat and two officials from the U.S. embassy in Togo participated in the training. The training focused on advocacy with governments and donor agencies to

set up laboratories in cereal production areas in order for producers to get phytosanitary certificates for export in and outside the region.

At the end of the three-day training, the participants were ready to undertake advocacy in these areas in their respective countries. The team drafted an action plan for each country to cascade the training at the national level.

10.4.3 MIS

Provided support for RESIMAO to develop strategies to become financially sustainable.

To help RESIMAO advance on its path to financial sustainability, the Hub provided financial and technical assistance to prepare for a donor round table. This meeting led to a commitment from ECOWAS to co-organize the event. ECOWAS suggested that the round table be held in Abidjan during an ECOWAS fundraising meeting. Due to the end date of the Trade Hub's project and delays to this planned workshop, RESIMAO will be using these funds for other activities that will contribute to its financial sustainability.

In addition, to help the organization move forward on its path of financial sustainability, the Hub's team conducted coaching visits to discuss several activities. RESIMAO, as a regional network, is seeking to conduct trainings and organize trade events that will generate revenue. During the coaching visit, RESIMAO's Executive board and the Executive Secretariat tasked the representative of MIS Burkina Faso to:

- be responsible for advertising the ability and capacity of the network to conduct trainings
- communicate the skills of key members to all the member countries
- coordinate the preparations towards trainings workshops and
- organize trade events such as cereals exchanges, trade fairs across the member countries.

In line with the suggestion to conduct trade events, the representative from the Market Information Systems (MIS)-Mali took the opportunity to share one of their best practices used to generate revenue in Mali: MIS-Mali co-organizes the national cereals exchange with the Malian Chamber of Commerce and benefits from a percentage of the funds raised through the sponsorship of the cereal exchange. It was thus advised for every national MIS to identify possible trade events and other activities in its country that can be co-organized with other entities to generate revenue. The RESIMAO members have also discussed the need for writing meeting reports, and monitoring the member countries' online data uploading, and data management.

Supported RESIMAO's expansion to the Republic of Chad

During the last quarter of 2016, RESIMAO initiated outreach activities to attract national MIS from three new countries—Cabo Verde, Liberia, and Sierra Leone—to join the network, expanding its presence in West Africa. In line with this objective, the Hub provided financial assistance to RESIMAO under the capacity building grant to expand activities to the Republic of Chad. Two RESIMAO members visited the Republic of Chad. The team met with officials from Chad's agricultural commodities market information system (*Système d'information sur les marchés des produits agricoles / SIMPA*) and presented an overview of RESIMAO; the procedures involved in joining RESIMAO; and the membership benefits of joining RESIMAO.

Following the trip, RESIMAO will continue to lobby SIMPA to join the regional network.

Organized a training on the usage of RESIMAO's MIS platform

In FY16, the Trade Hub helped RESIMAO expand its membership to national MIS networks in Liberia, Sierra Leone and Cabo Verde. Over the past months, representatives of the MIS organizations in the new member countries have voiced their concerns related to the data collection tools, their inability to use the platform to its full capacity, and their lack of visibility in the platform. Based on this feedback, the Trade Hub supported RESIMAO on a cost share basis to conduct training in Dakar in April to optimize the new members' usage of the MIS platform. At the end of this practical session, participants understood how to use the platform, and how to upload and view prices and quantities of agricultural commodities across West Africa. In addition, the training allowed national administrators to acquire the skills to bring together demand needs with available stocks (supply) of agriculture commodities.

Under the capacity building grant, the Hub also provided financial assistance to RESIMAO to renew their website hosting contract.

10.4.4 BORDERLESS ALLIANCE

Engaged a communications and marketing firm to build Borderless Alliance's visibility

The Hub contracted One Event/Djembe Communication (Djembe) to boost Borderless' communications and marketing capabilities and to support its organizational sustainability strategy. Djembe reviewed and updated Borderless Alliance's communications strategy, design and repurposed communications tools and materials identified and proposed activities to raise funds for the alliance, and support membership drive activities. Through this assistance, BA's communications strategy was updated, BA's website and social media channels were audited, communications materials were reviewed, and fundraising opportunities identified. At the end of the assignment, Djembe made a presentation to the Trade Hub and Borderless Alliance. The final report included recommendations that will help BA grow its membership base, increase the visibility for its activities, and raise funds for its financial sustainability. Following these recommendations, BA has reviewed its logo and branding guidelines, improved its website and expanded the company's social media presence.

10.4.5 CASHEW

Action Plan for cashew market information systems implemented

Introduced in March 2012, ACA's Market Information Services is a subscription-based service that provides prices, export data, seasonal updates, and policy news to cashew stakeholders.



Participants discussed the demand trend of cashew raw materials in terms of volume, buyer identity, and evolution of demand. Their input will be included in Mr. Fitzpatrick's recommendations for the Action Plan. Photo credit: Ms. Maria Gwira, the Trade Hub.

The ACA's MIS disseminates a weekly market report by email or SMS (AfricashewSplits), sends price information by SMS and offers weekly market update(AfricashewBits), a monthly market analysis report (Africashew450). This report looks at each month's pricing trends and market activities in detail,

providing in-depth analysis, and profiles of each producing country's production figures, processing and institutional trends, as well as data on shipping and exchange rates for cashew-producing countries in Africa, India, Brazil and Vietnam.

Participants from nine member countries of the African Cashew Alliance attended a workshop to support ACA's MIS in August 2017 in Ouagadougou. The workshop was organized by the African Cashew Alliance with Trade Hub support to gather information from ACA members that will be incorporated into a draft action plan to increase service uptake for the organization's Market Information Services and improve the sustainability of this service. Mr. James Fitzpatrick, a consultant and expert in the cashew industry, led participants from Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau as well as Ghana, Togo, Mali, Nigeria and Senegal in interactive small-groups through several exercises during which they assessed various sources of cashew market information for independence, accuracy, and relevance.

Based on members' recommendations, a final draft of the action plan was developed by participants and an updated business model proposed to ACA to assist the organization in pursuing its goal of ensuring medium term sustainability from this service.

Helped ACA's Secretariat to implement its strategic plan to develop a sustainable funding model

During the ACA January 2017 Board meeting, participants adopted a new Strategic Plan, calling for a diversified funding model in order to reduce financial risks and cover operational needs. The new Plan also set out a new 2018 membership fees structure. Beginning in January 2018, dues will be based on company size, geographic location, function, and processing capacity. Alongside this new membership fees structure, the Board also adopted a revised governance structure, dues categories, and activities prioritization. Subsequently, the ACA Secretariat was tasked to develop a road map for implementing the strategic plan. The Hub agreed to support a consultant to develop a road map and related actions.

In June and July 2017, the Trade Hub's consultant traveled to Ghana, Côte d'Ivoire and Burkina Faso to interview company members and stakeholders to solicit their views on the new Strategic Plan and its implementation. The consultant then shared this information with ACA senior staff and provided guidance on how to categorize member companies, based on the new dues structure. The consultant also developed a membership recruitment strategy with senior staff and held an all-staff workshop the final day of the assignment in Accra to share the results.

The objective of the assignment was to assist the ACA Secretariat in implementing the strategic plan while also providing follow-on support to the 2016 Organizational Capacity Assessment, which recommended developing a classification system for current, former and potential members in order for ACA to effectively market to them, and adjusting the fee structure to support the Alliance. Feedback on the proposed 2018 dues structure was generally favorable among company members and value chain stakeholders. The consultant also developed a basis for a sustainability model.

The new Strategic Plan also calls for ACA to provide membership and business advisory services. The consultant recommended two short-term activities to showcase member benefits to current and potential members, with the ultimate aim of retaining current members and attracting new members. The first activity is to create and update a list that classifies members as current, former or potential

members, and also categorizes them based on the 2018 dues structure¹⁶. The second activity is to include the revised membership categories and benefits on the ACA website, draft and send “value proposition” letters to current members informing them of the new Strategic Plan, and describes the types of professional services they will receive for their membership. The first task is currently being completed by ACA.

10.4.6 SHEA

Continued to support Filière Karité de la Côte d’Ivoire (FIKA-CI) to become financially sustainable

Organized training on Village Savings and Loans: FIKA-CI has the potential to organize 10,082 women who are members of cooperatives and collect shea nuts and produce shea butter. To address the difficulties for these cooperatives in access to finance, in June 2017, the executive secretariat of FIKA-CI launched a series of trainings focused on village savings and loans for members. This represents a first step in FIKA-CI’s efforts to address financing constraints faced by the members.

Communication Support for FIKA-CI: Following up on FIKA-CI’s OCA, which highlighted the organization’s need to build up its overall communications capacity, the Hub team met with FIKA-CI in November 2016 to assess the organization’s current communications reach and identify needs. The Hub recommended that FIKA-CI improve its current website, develop a photo gallery, and use free social media tools to increase member outreach and be more visible to members and stakeholders (Please refer to the Communications chapter of this report for more detail).

Updated FIKA-CI member’s database: In order to have an updated database with member information, and to better track the payment of membership dues, FIKA-CI updated the contact details of its members. They also expanded membership by working with MTN, the main mobile phone operator in Côte d’Ivoire, to send targeted SMSs to micro, small and medium enterprises in the shea sector. As a result of this activity, two new shea butter businesses joined FIKA-CI: Ets Ste Rita and ADEBA nature.

Increased membership: FIKA-CI developed a strategy to attract new members by conducting information sessions for targeted SMEs in the shea sector with the support of partner institutions, including the Ivorian Chamber of Commerce, APEX-CI and National Chamber of Agriculture. A FIKA-CI technical commission traveled to three shea producing regions in the north of Côte d’Ivoire and implemented a communications campaign to mobilize new cooperatives in order to attract new members. Seven member cooperatives which collect shea nuts and produce shea butter have been set up following this visit.

10.4.7 AGOA

Facilitated technical workshops and one-on-one coaching on packaging and food labeling with lead firms in Burkina Faso, Ghana and Togo

¹⁶The new membership structure calls for three type of members: corporate members, affiliate members and core members. Core members are subdivided into processors and kernel buyers with further divisions based on revenue. Affiliate members refer to companies and organizations that are not directly involved in value-added production, but contribute to the cashew value chain.

Following workshops in Burkina Faso, Ghana and Togo, the Trade Hub's Gender Specialist worked closely with two Trade Hub experts, Dr. Thomas Butterworth and Dr. Kenneth Marsh, to provide coaching on packaging and food technology to managers from lead firms in four countries. The goal of the workshops and coaching was to enable these lead companies to meet international labeling and packaging standards and to provide feedback on existing packaging used by individual companies. The Trade Hub reached the representatives of approximately 150 companies at three workshops held in May and June in Burkina Faso, Côte d'Ivoire and Ghana. The experts provided one-on-one coaching to 100 companies.

"I am pleased to have hosted Dr. Marsh and Dr. Butterworth at my company. Thanks to their technical guidance, I will review not only the presentation of my packaging, but make sure that the labeling is accurate. I am already thinking about exporting regionally but now will also think about opportunities in the U.S." said Ms. Rose Baky, manager of Petit Gourmet, a small company that produces infant formula, mango juice, and other products derived from cereals.

AWEP members learned niche market opportunities, packaging tips at AGOA Forum

Members of the African Women Entrepreneurs Program (AWEP) and other businesswomen learned about opportunities in fair trade, organic markets and best practices in packaging design during the AGOA annual forum to boost exports under the African Growth and Opportunity Act (AGO). The Trade Hub's Gender Specialist, Mr. Jean-Didier Nacoulma, hosted a seminar and practical skills training session at the 2017 AGOA Forum in Lomé, Togo. Approximately 80 women participated in the first session on Fair Trade and 45 in the packaging session. During the seminar, Mr. Nacoulma explained the explosive growth in consumption of fair trade products—mainly food products—up 42.8 percent between 2015 and 2016. Sales of organic

products rose from 63 percent to 74 percent of Fair Trade products during the same period. Most of these products are also AGOA-eligible.

Participants identified [Alaffia](#) as a good model of Fair Trade. Created in 2003, Alaffia is made up of Togolese producers of shea butter used in the manufacture of creams, lotions and soaps in Washington State in the United States. Alaffia reinvests 10% of the benefits for poverty reduction; allowing the company to apply their traditional knowledge and skills to support their families.

During the skills trainings, Mr. Nacoulma provided technical guidance on packaging to members of 11 AWEP chapters present—including Burkina Faso, Guinea Conakry, Mali, and Togo. He and Mr. Kofi Esuman, a packaging expert in Ghana, focused on how to make the products more attractive. During the interactive discussions, participants compared local and imported products, focusing on labels, packaging quality, and placement in supermarkets. Mr. Nacoulma advised participants on the ideal presentation of their products within the U.S. market.

At the Forum, AWEP members from associations in Guinea Conakry, Mali, Burkina Faso and Togo discussed the creation of an AWEP West Africa association. Mr. Nacoulma participated in these discussions, and also provided technical guidance to drafting recommendations that will help AWEP



Participants discuss packaging at a plenary session facilitated by the Trade Hub's Jean-Didier Nacoulma at the AGOA Forum in Lomé. Photo credit: Jean-Didier Nacoulma, the Trade Hub.

members take advantage of AGOA opportunities. The recommendations focused on AWEP keeping its Civil Society status which will help with the women to conduct and benefit from advocacy activities specifically in the area of entrepreneurship, business development, trade and export.

10.4.8 GENDER

In FY17, Mr. Jean-Didier Nacoulma, the Trade Hub's Gender Specialist worked with women owned enterprises in the cereal and livestock value chains across West Africa, and with AWEP chapters in Benin, Burkina Faso, Ghana and Togo to boost intra-regional and international trade, helping them begin to become export ready to take advantage of AGOA exports.

Highlights of our gender-focused activities this year include:

- Together with AWEP members, the Hub's team facilitated a participative gender-based analysis of women's specific business development needs.
- The Hub contributed to improve production (quantity and quality) for individual businesses through a training program that was tailored to meet the needs of women-owned businesses.
- The Hub fostered opportunities for women to connect with other women entrepreneurs to create stronger linkages between the members and the value chain actors and help increase networking opportunities.

Promoted opportunities for women and supported the creation of AWEP West Africa

To promote opportunities for women, the Hub's Gender Specialist initiated discussions with women from AWEP in Burkina Faso, Ghana, Benin, Niger, and Togo. He assessed the activities being conducted with the AWEPs in Burkina Faso, Togo and Ghana, identified areas of collaboration, and contributed to reactivate the AWEP chapters' networking platform on WhatsApp. AWEP Ghana is leading the process and is currently managing the WhatsApp platform. This platform allows eleven AWEP chapters and approximately 200 members to share information about trainings, workshops, trade shows, and to discuss their products and packaging techniques. The platform is increasing the visibility of the AWEPs, connecting the platform to the members' social networks like Facebook, helping them to share information on their events, trainings, and photo. This will consequently help the AWEP groups expand their membership in Africa.

The Hub's Gender Specialist also facilitated a coordination meeting between AWEP Ghana and AWEP Burkina Faso in March 2017 to share best practices around AWEP Ghana's start-up phase and how AWEP Ghana has successfully mobilized funding. During this meeting, the two chapters discussed how to reinforce the partnership between the AWEP chapters in West African countries, as well as the creation of a regional AWEP organization. Following this meeting, the Gender Specialist assisted in the creation of AWEP West Africa and the election of AWEP members. AWEP West Africa was launched

The Trade Hub continued to expand its collaboration with AWEP in FY17. Focus was on increasing AWEP members' business skills to help them to benefit from regional and international trade while encouraging them to export to the U.S. under AGOA. Five workshops organized in Ghana, Togo, Côte d'Ivoire and Burkina Faso trained 300 women entrepreneurs on packaging, labelling and food safety requirements required under AGOA. These non-tariff barriers often deter export ready companies from exporting to the U.S. Thirty members of AWEP Burkina Faso attended a three-day training-of-trainers workshop on how best to process and sell high-quality shea butter in local, national and international markets. These participants are expected to cascade skills learned to members in their respective regions. The ultimate goal is to create wealth and foster economic growth in West Africa.

using the WhatsApp platform on August 20th 2017. The organization is expected to play a coordinating role, bringing together AWEPS across West Africa to share best practices. The president is from Ghana, the vice President is from Burkina Faso, the Treasurer from Benin and Communication and External relations from Liberia.

Technical discussions enable women business groups, including members of AWEP Togo to access information on AGOA requirements

The capacity building team helped facilitate an information session requested by AWEP Togo in early February 2017 in Lomé. Twenty-one women and members of the Togo chapter of the African Women's Entrepreneurship Program participated in discussions on contracting, packaging and access to finance. The women are from diverse sectors, including cosmetics, textile and home decor, fruits and vegetables, cereals and soya. The Trade Hub made training materials available to AWEP members, including sample contracts, bookkeeping documentation, and tools on best practices that will help them better run their businesses.

Exchanging lessons learned and best practices among AWEP partners in Ghana, Togo and Burkina Faso

Following the initial meeting in Lomé (described above) the Trade Hub team facilitated a meeting between AWEP Ghana and AWEP Togo in Accra. As AWEP Ghana was established in 2008, the meeting between the two AWEP groups was to share best practices around AWEP Ghana's start-up phase and how AWEP Ghana has successfully mobilized funding. Discussion focused on the production of good quality shea butter, packaging solutions, and ways to promote networking between the two chapters. AWEP Togo learned from their counterparts in Ghana and used some of these ideas during the official launch of their chapter in early March 2017.

Official launch of AWEP Togo in Lomé

The Hub Gender Specialist participated in the official launch of the AWEP Togo chapter in Lomé in mid-March 2017. Following the launch ceremony, the Hub evaluated the packaging of various products produced by members of three AWEP chapters (Benin, Ghana and Togo). The findings of these analyses helped the Hub to design a technical assistance program on packaging implemented in April 2017 as presented below.

Workshop on packaging and labelling solutions for five regional AWEP chapters (Burkina Faso, Benin, Ghana, Togo and Sierra Leone) in Accra



Participants at the AWEP training for women entrepreneurs in Ghana. Photo credit: Ms. Maria Gwira, Trade Hub.

Thirty women entrepreneurs and business owners from the African Women's Entrepreneurship Program from Benin, Burkina Faso, Togo and Ghana participated in a workshop in April in Accra on how to present and better market their products through proper packaging. The workshop was led by Mr. Raymond Archer, Founder and Chief Executive Officer of Colour Planet, a commercial printing and packaging company located in Accra. The workshop was also livestreamed to AWEP and ATRC members in Sierra Leone. The participants shared ideas and understanding of what constitutes good packaging and what is required to make their products attractive and competitive in the market. Mr. Archer noted that packaging should be innovative and should meet the needs of the consumers and users. The design and manufacture of the packaging and any environmental requirements, for example transport, should be taken into account. The discussions were interactive and participants were highly engaged, asking numerous questions and sharing the challenges they had so far encountered in trying to meet their packaging needs. Producers from Burkina Faso and Benin explained how they had been hard-pressed to find quality raw materials or printing services in their locations and noted that the French-English language barrier is also a key challenge limiting their options.

Supported shea butter quality trainings for AWEP members in Burkina Faso

Thirty members of the Burkina Faso chapter of the African Women's Entrepreneurship Program attended a training-of-trainers workshop in Ouagadougou on how best to process and sell high-quality shea butter in local, national and international markets. These participants are AWEP's focal points in Burkina Faso's 13 regions and are expected to cascade the skills learned to members in their respective regions.

The Trade Hub partnered with RPBHC, a Burkinabé producers cooperative network, and a sustainability partner of the Global Shea Alliance, to enhance the processing skills of shea butter processors. Since July 5-7, the shea processors from Burkina Faso's 13 regions learned how to use traditional and modern equipment to process shea butter—and then compared the quality of the final products. Participants learned quality-management systems for ensuring safe and sanitary production processes. The trainers also discussed organic agriculture to sustain the shea trees and ensure supplies of the raw material.



The coordinator of AWEP Burkina Faso, Mrs. Koné, noted that Burkinabé women shea collectors mostly sell shea kernels to buyers from neighboring countries, who process the butter and resell to women in Burkina Faso at high prices. "With this training, we hope to be able to make quality shea butter that can sell even on the international market," Mrs. Koné said. Photo credit: Mr. Jean-Didier Nacoulma.



At left, shea butter is crafted using semi-industrial methods. The photo on the right shows shea butter processed using the handcrafted method. Handcrafted shea butter results in a product with a nicer color and a higher yield than the semi-industrial method, but the process is more manual- labor intensive.

The participants gained experience from the two methods of shea butter production: handcrafted and semi-artisanal methods. Handcrafted methods provide the best quality shea butter, but takes the most time to produce – five hours to process 80 kg of shea kernel. Semi-artisanal production results in medium quality shea butter but it takes only 40 minutes to process 80 kg of shea kernel. Yield is also lower with semi-artisanal production. Handcrafted butter commands a price premium of \$2.8 per kg.

10.5 GRANTS

During FY17, the Trade Hub's grant funds supported the project's value chains, including AGOA, livestock, market information systems (MIS) and apparel. Grants to the ATRCs helped the centers better serve export-oriented private businesses to seize opportunities under AGOA for growth. With the funds, the ATRC coordinators provided training and advice on AGOA-related matters. In some cases, the Hub grants provided in-kind support for office and IT equipment for ATRCs. The grant component also supported communication activities of RESIMAO and outreach activities to the Republic of Chad, and service delivery of the national federations of COFENABVI.

Supported ATRC activities funded by the Trade Hub grant

In July 2017, the Trade Hub used grants to reactivate five ATRCs in Sierra Leone, Liberia, Togo, Guinea and one in Nigeria. An additional Nigeria ATRC was added (the original one is located in the Nigeria Export Promotion Council, (NEPC) and is housed and services are delivered through the Nigeria-America Chamber of Commerce (NACC). The Hub provided fixed amount awards (FAA) and in-kind (IK) grants to these five ATRCs. The FAA grants covered specific AGOA-related training activities to be implemented by the ATRCs. The in-kind grants enabled the ATRCs to acquire computers, office accessories and office furniture, as well as updated signage to reflect USAID's and the Hub's branding. ATRC personnel received training and support from the Hub through the Trade Hub's AGOA specialists so they could deliver quality services to private firms.

The Trade Hub organized a training program in Accra in July 2017 for coordinators of the five reactivated ATRCs, to help them understand the grants process, the cost-share requirements, and the implementation requirements. The Hub also provided practical guidelines on how to undertake activities to boost exports under AGOA.

The Trade Hub continued to support, through fixed amount award grants, the capacity-building training to earlier established ATRCs in Ghana, Cameroon, Côte d'Ivoire, Benin and one in Nigeria run by the Nigerian Export Promotion Council (NEPC), as specified in their respective agreements. Two grants to the Chamber of Commerce of Burkina Faso and ASEPEX of Senegal—both ATRC operators—were terminated due to slow or stalled implementation of approved activities in FY17.

RESIMAO's six-month cost extension

The Trade Hub extended RESIMAO's grant agreement by an additional six months so RESIMAO could organize a donor roundtable, expand its membership to the Republic of Chad, and address needs related to communications and financial sustainability.

The donor roundtable was to be organized in conjunction with ECOWAS; however, due to circumstances beyond RESIMAO's control, it will not be organized, and the funding will be used for other activities to be determined in October 2017. RESIMAO was able to complete other outreach activities that will lead to expanding its membership to the Republic of Chad.

COFENABVI

During FY17, the grant funds supported the coordination meeting of the three networks of cattle fatteners in Burkina Faso, Mali and Niger (see chapter on livestock for more information). COFENABVI also successfully completed a number of activities, including those to ensure the sustainability of the confederation and its national federations, as well as a diagnostic of the national federations of Benin, Burkina Faso and Niger. A specific objective of the grant was to strengthen the institutional capacity and sustainability of COFENABVI to meet the needs of its members.

According to Mr. Thomas Sawadogo, executive secretariat of COFENABVI, this objective has been largely achieved:

“The support of the Hub project has enabled the Secretariat to improve its reporting requirement, better manage internal communication and monitor grant activities. We are especially pleased with the administrative and financial procedure manual that the Hub provided that is guiding us so that we meet good governance requirements.”

In-kind grant for Dignity/DTRT

An in-kind grant was awarded by the Hub to Dignity/DTRT, the largest manufacturer and exporter of apparel in West Africa. The Hub provided equipment to Dignity/DTRT to add five additional production lines for the export of fleece jackets to the U.S. The grant is supporting the development of the apparel value chain with special emphasis on increasing exports of products, particularly to the U.S. market under AGOA. The new equipment will increase Dignity/DTRT's productivity by 3,500 shirts daily and is estimated to contribute to the creation of 180 jobs in the apparel sector.

In-kind grant for Association of Ghana Apparel Manufacturers (AGAM)

The project gave \$5,000 worth of computers with accessories and furniture to equip the office of the revitalized Association of Ghana Apparel Manufacturers (AGAM) so it can deliver quality services on AGOA export opportunities to members of the association and advocate on behalf of Ghanaian apparel manufacturing companies.



Members and executive of AGAM received the office equipment and furniture from a Trade Hub delegation led by chief of Party, Ms. Carol Adoum. Photo credit: Ms. Maria Gwira, Trade Hub.

The table below summarizes the activities of the grantees supported by the Hub this last year:

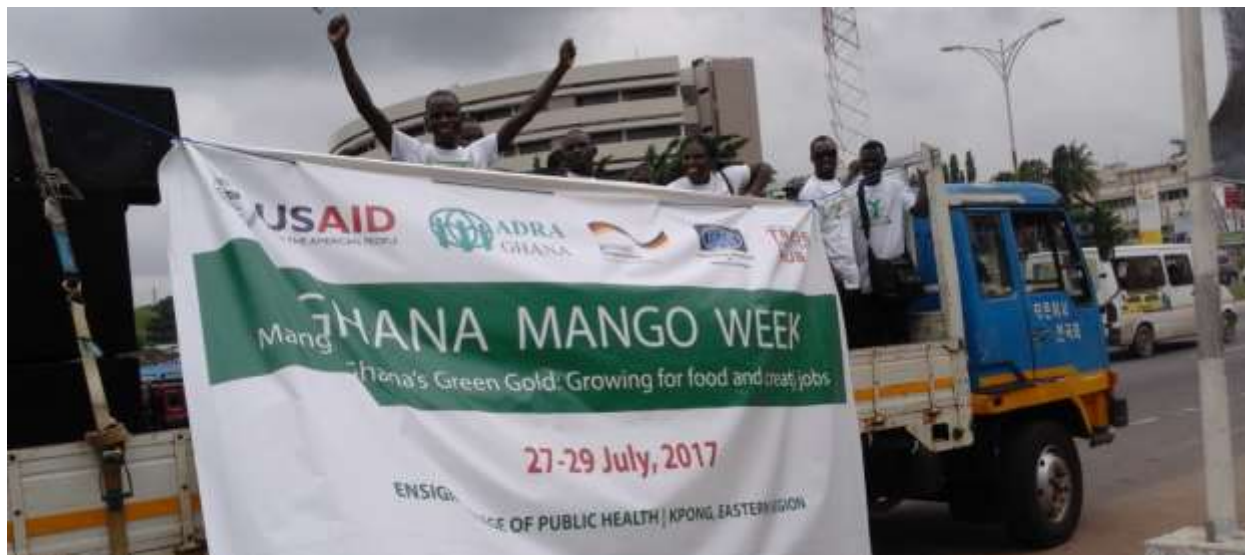
Table 16: West Africa Trade and Investment Hub Grants in FY17

Grantee	Type of Grant	Grant Amount	Activities Undertaken During the Year
AGOA Trade Resource Centers (ATRC): Provided financial support and training so that the ATRCs can provide expert guidance to firms to help them take advantage of opportunities under AGOA.			
Sierra Leone ATRC	Fixed amount award and in-kind grant	\$8,000	<ul style="list-style-type: none"> • \$4,000 fixed amount award to implement capacity building activities for export-ready companies (ERCs). This paid for: <ul style="list-style-type: none"> ➢ Rebranding the ATRC to attract more companies ➢ Building a database of Sierra Leone exporters by sector ➢ Organizing AGOA workshops, educating SMEs on opportunities under AGOA. • In-kind grant of \$4,000 to provide computers, related accessories and office furniture for the rebranded center. The computers and accessories were purchased and presented to the grantee.
Liberia ATRC	Fixed amount award and in-kind grant	\$8,000	<ul style="list-style-type: none"> • \$4,000 approved as a fixed amount award to implement capacity-building activities: <ul style="list-style-type: none"> ➢ The ATRC is rebranding to attract more private sector companies in Liberia to meet their needs as exporters. ➢ Grantee is yet to start the implementation of capacity-building activities. • An in-kind grant of \$4,000 awarded to provide computers with related accessories and office furniture. This will be handed over in October 2017.
Togo ATRC	Fixed amount award and in-kind grant	\$8,000	<ul style="list-style-type: none"> • \$4,500 was approved as a FAA to implement capacity building activities. <ul style="list-style-type: none"> ➢ The ATRC Center is being rebranded to attract private sector companies in Togo meet their needs as exporters. ➢ Yet to start the implementation of the grant activities. • An in-kind grant of \$3,500 was awarded to the Togo ATRC to provide computers with related accessories. Office equipment and furniture have been provided and handed over to the ATRC.
Guinea ATRC	Fixed amount award and in-kind grant	\$8,000	<ul style="list-style-type: none"> • \$4,500 approved as a fixed amount award to implement capacity building activities. <ul style="list-style-type: none"> ➢ The ATRC is being rebranded to meet the needs of the Guinea ATRC. ➢ Yet to start the implementation of the grant activities • An in-kind grant of \$3,500 awarded to the Guinea ATRC to provide computers with related accessories and furniture. The computers and accessories were purchased and presented to the grantee.
Nigeria ATRC	Fixed amount award and in-kind grant	\$10,000	<ul style="list-style-type: none"> • \$5,000 approved as a fixed amount award to implement capacity-building activities. <ul style="list-style-type: none"> ➢ The ATRC was rebranded and equipped to meet the needs of members of the Nigerian American Chamber of Commerce ➢ Built a database and prepare profile of export-ready companies by sector ➢ Organized capacity-building activities including export finance and commodity export training for its members • An in-kind grant of \$5,000 was awarded to the Nigeria ATRC to provide computers with related accessories and office furniture for the ATRC.
Apparel: Supporting apparel manufacturers and facilitating the development of the apparel value chain.			
Dignity/DTRT	In-kind	\$139,477	Equipment handed over to grantee who has expanded its production line to substantially increase long-term employment.
AGAM	In kind	\$5,000	Provided equipment for a well-equipped secretariat, which is expected to provide quality support to its members and thus support the development of the individual firms.
Livestock: Improving the capacities of regional alliances to provide quality services to members and improving the operating environment.			
COFENABVI	FAA	\$146,631	<ul style="list-style-type: none"> • Completed a diagnostic study of the national federations of Benin, Burkina and Niger. • Organized a meeting of supervisors for the networks of cattle fatteners of Burkina Faso, Mali and Niger. • Strengthened the capacity of the secretariat by paying the salary of the Executive Secretary and the Accountant.

Grantee	Type of Grant	Grant Amount	Activities Undertaken During the Year
MIS: Improving the capacities of regional alliances to provide quality services to members and improving the operating environment.			
RESIMAO	FAA	\$121,976	<ul style="list-style-type: none"> Supported the hosting of the RESIMAO website. Initiated action to extend RESIMAO activities to the Republic of Chad.

II. COMMUNICATIONS

The communications team spotlights the work of the project and our partners and the role of USAID as it works with West Africans to boost trade and investment within the region and globally. Below are highlights of our work in FY17, followed by detailed reporting of our activities.



Ghana Mango Week 2017 began with a parade from the capital Accra all the way to the town of Kpong. The float flew a banner designed by the Trade Hub communications team. Photo credit: Ms. Yvette Kuwornu, Trade Hub.

II.1 KEY ACHIEVEMENTS/RESULTS

- Expanded communications team boosts Hub's communications impact.** In September 2016, the Trade Hub hired a Strategic Communications Specialist to ramp up support to the component teams and Trade Hub lead firms. In one year, the Hub exponentially increased its social media presence, added user-friendly features and content to its website, and launched the West Africa Weekly Business Bulletin. Team members lent communications expertise to partnering regional businesses and associations. Live streaming of several Hub events amplified experts' skills training across West Africa.
- Improved social media footprint and videos to raise awareness about West Africa's business potential.** The Hub nearly tripled likes on Facebook, from around 400 in October 2016 to more than 1,500 today. This social media surge stemmed from our campaigns, including #EntrepreneuriElle around National Women's Day, daily posts at Sourcing at MAGIC, and around the U.S. African Growth and Opportunity Act (AGOA) Forum in Togo. The team also managed production of several videos, including professional quality ones to interest U.S. buyers in the growing West African apparel industry and the emerging Ivorian mango sector.



- **Travel to document Trade Hub impact.** On the ground around the region, the team authoritatively documented Hub impact for weekly report stories, success stories, photos and videos, enabling us to magnify the Hub's work on social media, our website and on USAID channels. Stories included: the Trade Hub's aflatoxin mitigation training in Benin, West African delegations at the Sourcing at MAGIC apparel tradeshow in the U.S., financing breakthroughs for Ivorian entrepreneurs (two of whom were featured on USAID's workshop Transforming Lives webpage) new linkages for a women-owned livestock business in Niger (as shown in the video "Together we are strong") and risk-assessment training of bankers in Mali to increase investment in agricultural firms.
- **Hands-on corporate communications support for lead companies.** The team created a corporate communications package for Dignity/DTRT, the region's largest apparel factory, including two videos, PowerPoint slides, infographics and banners. The team also supported the high-level launch of the \$2 million USAID-funded GAME-GDA training program at Dignity/DTRT in August 2017.
- **Communications training for Trade Hub partners.** The team held intensive workshops on internal and external communications for FIKA-CI and COFENABVI-AO in Abidjan, and WAGN in Lomé. The team also coordinated with an external firm to improve outreach for the Borderless Alliance in Ghana.

Please find more detail about these and other communications initiatives on the following pages.

11.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

Re-vamped Hub communications materials and developed online channels to showcase project impact to stakeholders and our donor

Updated web site to showcase Hub content. In the first quarter of FY17, the Hub's communications team overhauled the website, updating the home page www.watradehub.com and adding new pages to highlight the Hub's impact on individuals and leverage the expertise of Hub specialists and team leads. New sections include "Our voices," which uses case stories, snapshots and video to present a personal and relatable view of the Hub's work, and "Ask our experts" which invites users to interact with Hub experts and component leads.

In all, 18,030 users engaged with our site in 29,224 sessions this year, spending an average of 3 minutes and 36 seconds per session. Sixty-one percent (61%) of those users were first time visitors.

Redesigned Hub fact sheets highlight impact of the project. In the first quarter of FY17, the communications team re-designed the Hub Fact Sheets to give stakeholders a snapshot of the Hub's results and goals, along with the story of a beneficiary directly impacted by the project. They were also made available on the front page of the Hub's website at www.watradehub.com.

Launched the West Africa Weekly Business Bulletin. The Hub launched the West Africa Weekly Business Bulletin in early November 2016 to fill a gap created by a lack of widely available business news and increase engagement with stakeholders. The communications team distributes it every week to around 1,000 stakeholders.

Expanded social media reach and developed ambitious social media campaigns. In FY17, the Trade Hub expanded its social media to Instagram and experimented with new tools, such as Quik videos, to produce innovative content in English and French. Our Facebook likes tripled from around 500 at this time last year to almost 1,500 at the end of FY17. Our audience grew as USAID continued to share and boost our posts; collaboration with East Africa also boosted social media traffic.

In March, the Trade Hub launched **#EntrepreneuriElle**, which highlighted women in trade and debuted to celebrate International Women's Day in March. One Tweet alone reached nearly 2,000

people and the related Facebook campaign reached 3,000 people. The campaign was re-tweeted and shared by stakeholders, including partners, other African Trade Hubs and USAID regional and country missions in West Africa.

We organized two social media campaigns in August to support our participation in MAGIC and the AGOA Forum. Our Facebook post from the MAGIC campaign generated over 4,000 impressions. Our social media campaign from the AGOA Forum included a tweet about the Togo textile visa that drew over 4,400 impressions.

Supported Dignity/DTRT in developing a corporate communications package and providing event support to high-level funding launch.

To support the visit of an important U.S. client seeking new orders, the Hub's Strategic Communications Specialist worked with Dignity/DTRT's marketing specialist to help the firm develop a corporate communications package in the first quarter of FY17. This included a documentary video and related video short for buyers, print publications, a template PowerPoint, and infographics. This package positioned Dignity/DTRT as the leading West African apparel firm, benefiting from AGOA and a stable Ghanaian political environment, while providing a living wage to workers so they can support their families and live with dignity.

The visit resulted in a new \$20 million order for Dignity/DTRT and is creating around 1,187 jobs. To train these new workers, Dignity/DTRT applied for and received around \$2 million in funding as part of the Ghana Apparel Manufacturing Expansion (GAME) project. In August 2017, Ghana's President, Nana Addo Dankwa Akufo-Addo and the country's U.S. Ambassador, Robert P. Jackson launched GAME at a high-level event on Dignity/DTRT's premises. The Trade Hub's Strategic Communications Specialist, Ms. Rebecca Weaver, wrote the press release and blog post and helped organize logistics.



Documented major project collaborations with Ivorian businesses for USAID's Transforming Lives.

In Côte d'Ivoire, the Trade Hub's communications specialist, Ms. Jessie Lafourcade, teamed up in May with Abt Associates' Senior Communications Manager, Ms. Leah Quin, to record major project collaborations with Ivorian businesses working in cashew, cereals, and apparel. Two stories have been published on USAID's Transforming Lives webpage (see right), with more to come next quarter.



Promotion of the African Advantage at Sourcing at Magic in February and August 2017

The Trade Hub took four companies to Sourcing at MAGIC in February and scaled this up for the August show to nine companies from Benin, Côte d'Ivoire, Ghana, and Nigeria. The Trade Hub's Senior Communications Specialist, Ms. Maria Gwira, delivered a module in corporate communications at the Hub's workshop for companies attending the February 2017 MAGIC Show. The Trade Hub communications team developed and rolled out promotional materials and social media campaigns ahead of and during the MAGIC shows to promote the benefits of sourcing from West Africa. These included the apparel video (described below), a [Sourcing at Magic 2017](#) webpage, pull-up banners and custom flyers.

Developed videos to showcase Trade Hub's work to wider audiences

The Trade Hub's three-minute apparel video showcases the potential of West Africa's nascent but promising apparel industry. At its February debut during the Sourcing at MAGIC trade show, visitors learned about the "West Africa Advantage" — duty-free exporting to the U.S. with 30% cost price benefit over Asia (fixed until 2025); locally owned factories committed to ethical worker treatment; and easy access to ports with a three-week lead time by sea to the U.S. Produced in the first quarter of FY17, the video was part of the communications package to highlight the West Africa Advantage at the world's largest apparel trade show, Sourcing at MAGIC. It has been viewed around 600 times on YouTube and by buyers from around the world at MAGIC in February and August.

"Together we are strong" video documents cooperation by Niger women's livestock fatteners. In November, senior communications specialist Ms. Maria Gwira traveled to Niger to cover a Trade Hub-brokered meeting between the livestock fatteners' networks of Burkina Faso, Niger and Mali. While in Niger, she interviewed members of a women livestock fatteners' cooperative on the benefits of pooling their resources to increase their profitability in the livestock export sector. The video she produced, "Together we are strong", has garnered around 400 views on YouTube.



Targeting U.S. buyers for Ivorian mango industry. In April, the Trade Hub filmed a video spotlighting opportunities in Côte d'Ivoire to export mangoes to the U.S. and other international markets. It includes interviews from Ivorian mango producers, and international buyers, and features an interview with H.E. Andrew Haviland, then-acting U.S. Ambassador to Côte d'Ivoire. So far, around 600 people have viewed the video, which was also screened during Ghana's Mango Days, organized by the Trade Hub for 200 buyers, producers and processors from Ghana's mango industry.

Mango Symposium in Korhogo, April 2017

To support the Mango Symposium in Côte d'Ivoire in April, attended by more than 200 Ivorian producers and global buyers, the Trade Hub produced a website, an event program, social media planning, and a directory of the companies attending. We also did press outreach ahead of the Symposium, and wrote remarks for VIP attendees, including H.E.



Andrew Haviland, Chargé d’Affaires at the U.S. Embassy in Côte d’Ivoire. The Minister of Agriculture for Côte d’Ivoire, Mr. Mamadou Sangafowa Coulibaly was an enthusiastic and supportive attendee as well.

Supported project and partner events

The Hub continued to promote AGOA awareness during this quarter, through events at 14 AGOA Trade Resource Centers throughout West Africa, and supported Hub-organized value chain and Access to Finance training events. The team also continued to build awareness about the Trade Hub’s work in West Africa and support synergies among USAID projects in Niger, Nigeria, Mali, and regional projects such as Africa Leaders and Pro-FAB. For more information about these events, please see the AGOA Chapter.

During FY17, Trade Hub communications staff also traveled to and provided communications supports at Trade Hub events in Benin, Burkina Faso, Côte d’Ivoire, Guinea, Mali, Niger and Togo. Outputs from these trips included weekly report stories, photos, video shorts and mini-case stories used in quarterly reporting. For a complete list of events the Trade Hub communications staff supported in FY17, please refer to Annex H.

Produced AGOA ABCs in French, English and Portuguese

Ahead of the August AGOA Forum, the Trade Hub communications team developed the AGOA ABCs and published it in English, French and Portuguese. This eight-page publication was launched in Accra at the July 27 validation workshop on Ghana’s national AGOA strategy for the U.S. African Growth and Opportunity Act, distributed at the AGOA Forum in early August, and disseminated to partners across West Africa. Together with standard operating procedures to guide customs officials, the AGOA ABCs is available in PDF on the AGOA page of Trade Hub’s website [here](#).



Live-streaming events amplify Hub impact in Ghana, Sierra Leone, Liberia and Nigeria

First Trade Hub customs training webinar. In February, about 60 exporters in Ghana, Sierra Leone, and Nigeria received customs and regulations training via a Trade Hub webinar. The pilot effort used YouTube Live to stream a presentation from visiting customs expert Ms. Jan Forest on the practicalities of using AGOA to export duty-free.

AWEP packaging and labeling workshop. In April, we organized a successful workshop on proper packaging for the African Women’s Entrepreneurship Program (AWEP) in Ghana. Thirty female entrepreneurs from Benin, Burkina Faso and Togo joined their Ghanaian counterparts via live-streaming to learn how to add value and better market their products at the two-day workshop, which was livestreamed to AWEP members in Liberia.

Strengthened the communications capacity of partner organizations

COFENABVI-AO communications training. Ms. Lafourcade conducted a half-day training with COFENABVI-AO in May to help the organization with strategies to boost existing communications tools and facilitate interactions between the different departments and between the board and the regional offices. COFENABVI-AO hopes to grow membership and build its image throughout the region.

FIKA-CI training. In February, Ms. Lafourcade guided Filiere Karite de Côte d'Ivoire (FIKA-CI) through strategic steps in optimizing communication resources and building their brand as a leading association in the Ivorian shea value chain. The workshop generated a time-framed communication plan—including deadlines and responsibilities—to create a new website, social media accounts, newsletter and use of a Short Message Services (SMS) information system. This workshop followed a November 2016 training during which Ms. Lafourcade had assessed FIKA-CI's communications reach and worked with the management team to outline next steps.

WAGN communications training. At communications training in Lomé in June delivered by Ms. Rebecca Weaver, the Hub's Strategic Communications Specialist, four WAGN board members from Burkina Faso, Niger, Mali and Togo, and three members of WAGN's executive secretariat developed strategies to improve internal communications and sharpen existing external communications tools. At a follow up training in July, the Trade Hub helped WAGN launch a Facebook page and a Flickr account; these free tools will allow the organization to actively promote the benefits of WAGN membership.



Evaluated support from Djembe Communications to Borderless Alliance (BA). The Trade Hub hired Djembe Communications to support BA's revamp of its visibility, communications, marketing, and sustainability strategy. Djembe updated BA's communication strategy, audited BA's website and social media channels, reviewed its communication materials and identified fundraising opportunities. Throughout the process, the Trade Hub's communications team provided ongoing evaluation of Djembe's work to ensure that it met Borderless' needs.

Support for USAID visits to Africa, continued outreach to USAID in the U.S.

USAID officials visit apparel factories. On an ongoing basis in FY17, the Trade Hub developed materials to support high-level USAID/State Department visits to Trade Hub supported companies, such as USAID West Africa Director Mr. Alex Deprez to O'sey factory in Côte d'Ivoire (August 2017) and the Trade Hub and U.S. Embassy's visit to ANC in Benin (September 2017) to celebrate that factory's and the country's first apparel shipment under AGOA to the U.S.



Deputy Trade Africa Coordinator visits Hub lead company Dignity/DTRT. Ms. Alicia Robinson-Morgan, USAID's Deputy Trade Africa Coordinator, visited the Trade Hub in February 2017. Led by the Trade Hub's Chief of Party, Ms. Carol Adoum, and together with the team leads, the communications team prepared a presentation that highlighted the impact of the Trade Hub's work. The Trade Hub team also organized visits to lead companies for Ms. Robinson-Morgan, including to Dignity/DTRT, the region's largest apparel firm, and HPW Fresh and Dry, a rising Ghanaian mango processor.

Outreach to USAID/Washington offices. Throughout the year, we ramped up dialogue with USAID officials in Washington. While visiting the U.S. in early January, Carol Adoum presented the project's structure and achievements to an audience of USAID's Africa Bureau, Office of Trade and Regulatory Reform (TRR), and the Bureau for Food Security. Our communications colleagues at Abt headquarters in Bethesda, Md., met in late January with TRR's newly installed communications officer and in mid-February with four members of USAID's Africa Bureau. Outreach to USAID continued in Accra and D.C., with meetings in September with senior USAID communications staff to plan close-out communications.

Prepared case stories and presentations for USAID tri-Hub event in South Africa. For this event, the Trade Hub's communications team prepared seven case stories and snapshots, highlighting the Trade Hub's work to support private-public partnerships.

Facilitated press coverage of project and partner events in the print media and on TV

To increase awareness of USAID's role in promoting regional and global trade and to publicize the activities and achievements of the Hub and our partners, we actively engaged media across the region, resulting in broad coverage of events, as shown in Annex I.

Produced quality timely electronic content and high-quality print publications

The Hub's communications team produced 51 weekly progress reports, 12 monthly newsletters in English and French, 200 English and 200 French blog posts featuring achievements, news, and photos of events undertaken by the project and our partners. We shared these with our audiences, including USAID missions in the region, U.S. Government officials in Washington, D.C., our partners, and the general public. This year, we improved the timeliness of reporting and leveraged content across diverse media platforms, while maintaining high-quality standards, reaching a subscriber base of 1382 in our email database, and recorded more than 428,000 user impressions (i.e. any activities which users engaged in) across our two major social media platforms, Facebook and Twitter.

New promotional materials for project and partner events. Under the design direction of Senior Communications Specialist, Maria Gwira, we produced four specialized publications and 36 banners to support Trade Hub's and our partners' major events. See Annex H for a list of events.



Publications included: the AGOA ABCs which we produced in three versions (English, French and Portuguese); a directory of mango industry contacts in Côte d'Ivoire; a directory of apparel industry contacts in Africa; and a directory of mango industry contacts in Ghana.

12. MONITORING AND EVALUATION

While working with all project components to collect data and keep team members apprised of progress, Trade Hub data were consistent with data quality criteria and the M&E team provided quick and accurate responses to ad-hoc requests for information from project management and USAID.



Mr. Massamba Dieng (left), Trade Hub's Senior Monitoring & Evaluation Specialist, verifies participant data at the cereals exchange in Lomé in July 2017. Photo credit: Ms. Maria Gwira, the Trade Hub.

During FY17, the Trade Hub's Monitoring and Evaluation (M&E) team strengthened the general data collection process, data processing and archiving, the reporting system and the follow-up actions for data collection on major regional and global value chain activities. The Management Support and Technical Analytical Services (MSTAS) team reported in their FY17Q1 Data Quality Assessment (DQA) that the Trade Hub had a robust data management system, and also provided recommendations to guide improvements. In FY17Q2, the M&E team implemented several improvement activities in response to the DQA follow-up action plan that helped to standardize the M&E tools, methodologies, and calculation methods. These activities allowed the Trade Hub to revise the Performance Management Plan (PMP) to align it with other proposed changes, including USAID/Washington's changes to some indicator names, definitions, and dis-aggregations. The Trade Hub's new draft PMP was submitted for USAID approval on March 17, 2017.

12.1 KEY ACHIEVEMENTS

- **Carried out a survey to measure new jobs created in apparel manufacturing in Ghana.** The M&E team drafted and submitted the survey methodology, sampling plan, and questionnaire for the Dignity/DTRT job creation survey to Abt's Institutional Review Board

(IRB). In collaboration with Dignity/ DTRT, Trade Hub M&E, Administrative, and Capacity Building staff carried out the survey during the fourth quarter, interviewing the 140 workers of the sample. The results of this survey will be available in a report in October 2017.

- **Strengthened the general data collection process and reporting system.** The Trade Hub updated project monitoring tools to reflect the changes that occurred in indicators' names and definitions late in FY16. The Hub improved data compilation, entry and reporting processes and revised and finalized baselines, targets and exchange rate policy. The revised PMP was sent to USAID for approval in March 2017.
- **Participated in a DQA on the M&E systems** in December 2016 conducted by the USAID/MSTAS team. MSTAS reported that the Trade Hub has a robust data management system and reported no significant deficiencies.
- **Completed and implemented a follow up action plan based on recommendations from the MSTAS DQA** that allowed the M&E team to update the tools and methodologies and to harmonize M&E policies.
- **Standardized the M&E system and trained staff and partner data providers.** The M&E team standardized and revised M&E data forms and collection methods for data collection partners, wrote Trade Hub policies that outlined all significant changes, and trained those responsible for key data to ensure the standardization of tools and methods.
- **Supervised and advised on data collection.** This included increasing the M&E's team own quarterly data collection from supported firms in countries that are not covered by the data providers, and organization of follow-up surveys to collect data from the participants of the main support activities organized by the Trade Hub. This was carried out at cereals exchanges, the Mango Symposium, and Tabaski operations. The team also provided training and technical guidance for reporting exports to the U.S. under AGOA.

12.2 MAJOR ACTIVITIES IMPLEMENTED THIS YEAR

During this fiscal year, the M&E team worked together with project staff and partners to collect data and keep staff and partners abreast of changes to USAID's M&E system and reporting requirements. Trade Hub M&E staff simultaneously continued to improve the data collection system and the database management system in line with the 2015 and 2016 DQAs' recommendations. Early this year, with the support from Abt Associates' home office, the team improved M&E systems, built partners' capacity and harmonized the Performance Management Plan with those of the other Trade Hubs. With these improved processes, the project's data collection and management systems underwent a DQA conducted by the MSTAS team in December 2016 that was successful. During the following quarters of the fiscal year, the M&E team developed and implemented the DQA follow-up action plan based on DQA recommendations.

12.2.1 STRENGTHENED THE GENERAL DATA COLLECTION PROCESS AND REPORTING SYSTEM THAT WAS FOUND ROBUST BY THE MSTAS DQA TEAM

Participated in a field visit DQA on the Trade Hub M&E systems.

In December 2016 a Management Support and Technical Analytical Services (MSTAS) Data Quarterly Assessment (DQA) team conducted a review of the West Africa Trade and Investment Hub's data collection and management systems. The DQA team reported that the Trade Hub has a robust data management system and made a few recommendations to align the overall Trade Hub M&E system with the latest changes as described in the Feed the Future Indicator Handbook updated by USAID in September 2016 and in the harmonized PMP for all Trade Hubs as supported by MSTAS.

Prepared and conducted a survey to measure new jobs created in Ghana's apparel manufacturing sector

Even though many jobs are being created by Trade Hub supported apparel firms, no official survey has been done to confirm that the men and especially women employed by those firms were below the poverty line before they started working for the firms and have improved their income status or are above the poverty line since employment. USAID requested that the Trade Hub conduct a survey to collect data as to whether the workers employed by the firms are successful at meeting at least their basic needs and to determine if they are better off financially than they were before taking these jobs. During FY17Q3, the M&E team drafted and submitted the survey methodology, sampling plan, and questionnaire for the Dignity/ DTRT apparel job creation survey to Abt's Institutional Review Board for approval. The survey objectives and methodology were discussed during meetings with Dignity/DTRT management. Dignity/DTRT supported the M&E team during the sampling and helped devise a practical way to carry out the survey without disturbing the firm's work. The survey was conducted in FY17Q4, and the data entered. The draft report will be issued in FY18Q1 and will be discussed with Dignity/ DTRT prior to submission to USAID.

Improved data compilation, entry and reporting

During FY17Q3, the mechanism of data reporting was split into four major processes including data compilation, data entry, review and reporting. The Trade Hub's administrative staff entered the data from the filed forms into a Microsoft Access database while the M&E team managed the data compilation, review and reporting processes. This led to increased data efficiency and provision of timely feedback and information to both project and USAID staff.

Archived soft and hard copies of M&E forms and supporting documents

Supporting documents were filed and stored for future reference including USAID and internal Trade Hub DQA exercises. The Hub M&E staff also labelled completed data forms received from partners with a unique identifier. Giving each completed form a unique code before filing has facilitated data retrieval and reporting for both electronic and hard copies.

Completed and implemented a follow-up action plan on recommendations from the MSTAS DQA

Based on the MSTAS DQA, the Trade Hub updated data collection tools and methodologies. We also shared the DQA recommendations and revised tools and methods with Hub staff, partners and consultants who provide data. We drafted Trade Hub M&E policies to address all significant changes, including the revision of the project's PMP and M&E team quarterly data collection visits to countries that are not covered by partners in the mango and cereals value chains. We also expanded tracking to include exports under AGOA.

Updated M&E system standardization and trained partner data providers

As part of efforts towards strengthening the Trade Hub's M&E systems, and following-up on recommendations from the DQA, the Trade Hub M&E team organized meetings with and trained

various key data providers in Togo, Burkina Faso, Côte d'Ivoire, Mali, Niger, Togo and Senegal. The goal was to prepare the ground for an internal DQA in subsequent quarters as well as to ensure robust data collection for successive quarterly and annual reports.

The M&E team standardized the M&E data forms and the collection methods and shared them with the Hub's major data providers. This included AGOA Trade Resource Centers (ATRCs); Afrique Verte management and in-country representatives; livestock network representatives in Mali, Burkina Faso and Niger; and mango consultants in Burkina Faso, Côte d'Ivoire and Senegal.

As part of the standardization of the M&E system, changes to Trade Hub policies related to the DQA were drafted. They covered key areas such as late submission of data, calculation of exchange rates, full time equivalent (FTE), profitability/self-sufficiency, buyer/seller linkages and international grades and standards. The major policies were included in the final PMP document submitted to USAID.

Supported and assessed the implementation of revised M&E forms and methods

Beginning in FY17Q2, and in order to ensure the standardization and harmonization of revised indicators' definitions, data collection methods, and calculation, the M&E team provided written guidance to data providers. The new guidance mainly applies to data collection on indicators that measure the value of exports including those under AGOA, value of new sales, number of full time equivalent jobs created, and number of firms applying international grades and standards to export.



The M&E team's assessment to date shows that the new tools are effectively capturing new required data points, including duration of part-time work for full-time equivalent jobs

Overseeing and advising on data collection

Trade Hub partners who provide data submit monthly and quarterly reports on activities and results in their respective sectors and countries. To supplement this, the M&E team collects data quarterly from Trade Hub-supported firms whose countries are not covered by the data providers including firms in Ghana, Côte d'Ivoire, Togo, Benin and Senegal.

In FY17, the Trade Hub supported cereals, livestock, mango and apparel firms and traders to attend three contracting and cereals exchanges: the Mango Symposium in Côte d'Ivoire; training and awareness meetings for traders, firms and customs officers in ten countries on how to boost exports to the U.S. under AGOA; and Operation Tabaski 2017. In Operation Tabaski 2017, the Trade Hub increased regional livestock exports over the holiday period by working with traders to add additional livestock sales points in Benin for sellers from Burkina Faso. The M&E team participated in most of those activities, presenting the data collection system and training data collectors.

12.2.2 ROUTINE M&E ACTIVITIES

Entered data into USAID TraiNet

During FY17, the M&E team entered training and capacity building data for FY16, FY17 Q1 and FY17 Q2 into USAID TraiNet, USAID's official database for the management of training-related data, and into the Visa Compliance System, which is used for USAID-funded training participants and exchange visitor information. The Trade Hub's M&E team entered details such as date, type and methods of training into the TraiNet Management system.

Contributed data to the Feed the Future Monitoring System

The Feed the Future Monitoring System (FTFMS) is the backbone of the U.S. government's approach to track progress and manage project performance under Feed the Future. The Trade Hub entered results including performance narratives and justification of any performance increase/decrease exceeding 10% for all FY 16 Feed the Future value chain indicators into the FTFMS.

12.3 MAJOR ACHIEVEMENTS BY VALUE CHAIN

The table below presents: i) the value chains' contributions to the major achievements of this year for the key performance indicators: exports, new sales, investment, and full time equivalent jobs, and the percentage achievement against the annual target.

Table 17: Value chains' contributions to major achievements in FY17 for key performance indicators and their % of achievement against the annual target

achievement against the annual target

	FY17 Results	% of Results	FY17 Target	% of Target
Exports				
Livestock	\$13,465,260	34%	\$40,000,000	34%
Mango	\$13,856,714	35%		35%
Apparel	\$6,401,296	16%		16%
AGOA other	\$4,246,022	11%		11%
Cereals	\$741,445	2%		2%
New Sales (Export and Local)				
Livestock	\$18,156,251	33%	\$50,000,000	33%
Mango	\$18,377,239	33%		33%
Apparel	\$7,357,588	13%		13%
Cereals	\$6,235,233	11%		11%
AGOA other	\$4,246,022	8%		8%
Investments by Value Chain				
Cashew	\$19,262,823	41%	\$38,000,000	51%
Cereals	\$11,822,265	25%		31%
Cocoa	\$9,146,365	19%		24%
Livestock	\$1,395,420	3%		4%
Investments by Country				
Côte d'Ivoire	\$17,628,566	38%	n/a	46%
Benin	\$8,696,955	19%	n/a	23%
Niger	\$6,756,137	14%	n/a	18%
Burkina Faso	\$5,258,294	11%	n/a	14%
Senegal	\$3,201,461	7%	n/a	8%
Ghana	\$3,937,330	8%	n/a	10%

12.4 ANALYSIS OF KEY RESULTS

Indicator 1: Value of Exports. During FY17, the Trade Hub achieved 98% of the annual target for value of exports, achieving more than \$39 million in sales. Notably, the Trade Hub exceeded the non-Feed the Future target of \$20 million by 25%, achieving more than \$25 million in non-FTF exports.

This result is mainly due to mango exports, which increased significantly compared to prior year results due to Trade Hub's increased activities in the sector. In FY17, Trade Hub continued to provide training and assistance to strengthen the capacity of associations to apply good practices and international standards for export. A total of 1,830 participants took part in workshops organized in Burkina Faso, Côte d'Ivoire, Ghana, and Senegal, including workshops on GlobalG.A.P. (421 participants), organic (235 participants), and harvesting (586 participants).

In addition, the Trade Hub and its international and national consultants facilitated business relationships between West African mango producers and processors and US-based importers in South Africa and Europe. In April, 2017, the Mango Symposium organized in Côte d'Ivoire was attended by more than 200 participants from among mango associations, processors and investment firms. The follow-up to the Symposium carried out by the M&E team and international and regional consultants reported that 32 buyer/seller linkages were established during the event. Ivorian assisted mango firms went on to export \$11.3 million in FY17 Quarter 4.

Indicator 4: Number of jobs. After the MSTAS DQA in December 2016, the M&E team adopted a number of recommendations, including harmonizing the jobs indicator with the other Trade Hubs and reporting Full Time Equivalent jobs. However, since no targets were set for the revised indicator and its disaggregation, for FY17, we present results compared to the non-FTE target. In Annex A-I and below, we present the full time equivalent conversion.

During FY17 Q4, 4,485 new jobs lasting more than one month were created, which is equivalent to 904 new FTE jobs. 69.7% of these jobs were given to females. In FY17, a total of 6,245 new jobs were created, equivalent to 995 new FTE jobs. The majority of these jobs were created by mango firms and associations in Côte d'Ivoire, Burkina Faso, Ghana and Senegal (96.8% of the total).

Indicator 8: Agricultural firms meeting international grades and standards to export. Prior to the MSTAS DQA, the Trade Hub counted individual farmers and members of associations who met international grades and standards to export. Following implementation of the DQA recommendation to only include association- and firm-level data, this indicator's results were less than projected when the target was developed.

If the Trade Hub were to count the total number of individuals, firms and associations that applied international grades and Standards, the Trade Hub would achieve 241% of its target of 250. 603 agricultural firms, including individual farmers, met international grades and standards to export in FY17. 99% of these individuals, associations and firms were in the mango including value chain.

13. ADMINISTRATION AND MANAGEMENT

During FY17, the Hub's finance and administrative team met the challenges of organizing numerous workshops and events in West Africa, training more than 5,071 participants throughout the region, and complying with USAID's rules and regulations. While we also began seeing a gradual departure of support staff while project activities are still ongoing, we are working hard to ensure a proper close out of the program activities.

13.1 KEY ACHIEVEMENTS

- **Training of project staff and delegation of authority.** During FY17Q1, the Hub trained new finance and administrative staff in Ouagadougou and Côte d'Ivoire, and has delegated authority for approval of transactions up to a certain level.
- **Completed close out plan and disposition plan.** Following notification from USAID of funding constraints, the project submitted a close out plan and a disposition plan to USAID as per the contract requirement.
- **Departure of project staff and continued project activities.** The project administrative and finance staff have continued to successfully support project activities despite the departure of some support staff. Some surge capacity from the Abt home office has been deployed.

13.2 MAJOR ACTIVITIES

Trained new finance and administrative teams in Ouagadougou and Côte d'Ivoire on Abt's policies and procedures

During the first quarter of FY17, as new finance and administrative staff joined the Hub in the Ouagadougou and Côte d'Ivoire offices, the project trained them on Abt policies and procedures as well as USAID regulations. After this training, the Accra office delegated the approval of requests up to a specific level from these offices to the representatives of Côte d'Ivoire and Burkina Faso.

Sharing office space with Nathan Associates

Given plans to coordinate with Nathan Associates on the trade facilitation component, the Hub worked closely with Nathan during FY17Q2 to establish a mechanism for sharing an office space with the Nathan staff in the Abidjan office. Unfortunately, due to space constraints and other reasons, such co-location was not possible in the Dakar and Accra offices.

Completed collaboration between project management team and all project components to establish cost-sharing approach for partner organizations

The Hub expanded the cost sharing approach in FY17 and discussed it with all partners. For every meeting, workshop, and training event involving costs, the Hub required partners to contribute in kind or financially. The cost sharing approach is easier to implement with partners working in the private sector than public sector partners. The project has, however, put in place systems for cost sharing to be implemented for all partners.

Approval of budget realignment by USAID

During Q3 of FY17, the project submitted a request for budget realignment to USAID. The purpose of the exercise was to realign funding between the different line items in order to make the contract budget consistent with the FY17 work plan and to align Trade Hub spending towards USAID priorities. This budget realignment request was approved by USAID in April 2017.

Completed project close out plan and submitted to USAID

During Q3 of FY17, the Trade Hub received notification from USAID that due to funding constraints, the fifth year would not be exercised and no additional funds would be obligated to finish Year 4. The project therefore submitted a close out plan and a disposition plan to USAID during FY17Q4. It is planned that all project activities except administrative close-down will be completed by the end of November. The Accra physical offices will be closed-out no later than December 20, 2017, with most staff leaving at the same time. Final report preparation and financial closure will take place from the U.S. in January/February of 2018. The Ouagadougou and Côte d'Ivoire offices will be closing on November 17, 2017.

Continue to implement project activities in spite of gradual retrenchment of project staff

As the project is winding down, several staff have resigned this year: the M&E Specialist, the Administrative Assistant in Côte d'Ivoire and the Finance and Administrative Manager in Côte d'Ivoire, the Finance and Administrative Manager, and Driver in Burkina Faso. The project did not replace those who have left and is using internal resources to perform the duties of staff who have resigned, such as the administrative staff in Accra assisting the Senior M&E specialist with data entry, and travel of the Burkina Faso-based staff to Côte d'Ivoire to finalize monthly financial reporting as well as requesting surge capacity from the Abt home office during close-out.

14. CÔTE D'IVOIRE TRADE AFRICA PROGRAM

After 15 months of program implementation, the Hub has met and exceeded the program's objectives and targets. Since start-up in March 2016, the Trade Hub rapidly mobilized in Abidjan and assembled a dynamic team of management and technical experts to support the Trade Africa program. The Côte d'Ivoire team forged a close professional relationship with the bilateral mission and the U.S. Embassy in Côte d'Ivoire, and established constructive collaborations with public and private sector representatives, including the Ivorian ministries of commerce and agriculture, as well as leading actors in the mango, cashew, and apparel sectors. During fiscal year 2017, the Trade Hub completed the following activities:

Facilitated over
\$17.6 million in
new investments
in Ivorian
companies

14.1 KEY ACHIEVEMENTS

- **Strengthened national capabilities to implement trade agreement.** The Hub rolled out and completed in collaboration with the Ministry of Commerce and Customs, a training program to strengthen Côte d'Ivoire's National Trade Facilitation Committee's (NTFC) organizational capacity to effectively implement the World Trade Organization (WTO) Trade Facilitation Agreement (TFA).
- **Facilitated \$11.3 million in fresh and dried mango exports.** In April 2017, the Trade Hub organized the first major international event dedicated to the Ivorian mango sector, attracting first-time U.S. business interests to source processed mango from Côte d'Ivoire. Through technical assistance and training, the Hub supported regional and international exports of nearly 14,000 tons of fresh and dried mango valued at \$11.3 million.
- **Directed development of Côte d'Ivoire's National AGOA Strategy and supported AGOA promotion efforts.** Working with the Ministry of Commerce and the African Development Bank (AfDB), the Hub directed the development of Côte d'Ivoire's National AGOA strategy, and supported \$1.5 million in AGOA exports through a capacity-building grant program with the AGOA Trade Resource Center and its host, the Ivorian Export Promotion Association (APEX-CI). These activities together influenced the Ministry of Commerce and APEX-CI to re-organize the association from a solely private-sector association to a quasi-public agency that falls under the ambit of the Ministry of Commerce. APEX-CI will be rebranded as Export Côte d'Ivoire, and will receive government funding in addition to its current private sector contributions, adding more resources to the export-promotion effort. Beginning in 2018, Export Côte d'Ivoire will lead the implementation of the national AGOA strategy.
- **Facilitated more than \$17.6 million in new investments in Ivorian businesses.** Ivorienne des Noix de Cajou (INC), a 15,000-ton cashew processing startup, received a total loan of \$13.5 million—\$4 million of which is guaranteed by USAID's Development Credit Authority (DCA). Société Coopérative d'Anacarde du Kafigue (SCAK), a cashew trading company, received a \$2.9 million loan, its first bank loan since its establishment in 2011. SCAK

will use this funding to invest in a cashew-processing facility in 2018. The owners of SCAK and INC collectively invested over \$3 million of their personal assets in the companies.



The Trade Hub led the process to develop Côte d'Ivoire's AGOA National Strategy. The Hub organized two workshops (including this validation workshop in June 2017) to determine needs and national measures which could boost AGOA exports from selected value chains. The final document will be validated at a workshop in Abidjan in October 2017. Photo credit: Ms. Jessie Lafourcade, Trade Hub.

14.2 MAJOR ACTIVITIES

Table 18: Project Activities in Côte d'Ivoire, FY17

Trade Africa Components	West Africa Trade and Investment Hub Component/Activity	See Report Chapter
1. Trade Facilitation		
	Delivered three additional trainings in FY 2017 to complete the capacity building program of the Ivorian NTFC to improve WTO-TFA implementation.	11
	Hosted Nathan Associates' Côte d'Ivoire team at the Trade Hub office. This team is responsible for the implementation of the Trade Africa Trade Facilitation Project (ATTFP)	n/a
2. SPS Measures		
	Organized a regional workshop to promote mutual acceptance of sanitary and phytosanitary (SPS) standards and veterinary certificates to facilitate regional livestock trade.	20
3. Export Promotion and Investment Promotion		
❖ Regional Value Chains Livestock and Cereals		
	Established a business linkage between the International Society of Sausages and Cured Meats of Côte d'Ivoire (SICS) and the Burkina Faso Fatteners' Network to facilitate regional beef and mutton sales between Burkina Faso and Côte d'Ivoire	19
	Delivered communications training program to COFENABVI	114
	Organized a regional Agro-Industries Forum to help establish business linkages among some of the leading regional cereals producers, and processors	26
❖ Global Value Chains (Apparel and Shea)		
	Delivered industrial apparel production engineering training to O'sey, a leading Ivorian apparel manufacturer	44-45
	Provided finance and investment assistance to O'sey to help the company submit an application for a \$2.9M loan to invest in infrastructure expansion and new machinery	44-45
	Sponsored O'sey to attend Sourcing at MAGIC fashion trade show, together with eight other leading West African apparel manufacturing companies	44-45
	Trained FIKA-CI, Côte d'Ivoire's shea association, in internal and external communications	114
	• Organized a first-time Mango Symposium that attracted over 200 participants from the	34

	U.S., EU, and sub-Saharan Africa	
❖ AGOA		
	Supported \$1.5 million of AGOA trade through the grant agreement mechanism with Côte d'Ivoire's export promotion agency	127
	Supported and completed the development of Côte d'Ivoire's National AGOA Strategy, to be launched in October 2017	128-129
❖ Finance & Investment		
	Supported over \$17.6 million in finance and investment transactions	135
	Established and rolled out a Gender Access to Finance program with Côte d'Ivoire's Coris Bank.	79

14.2.1 AGOA

Through the Ivorian AGOA Trade Resource Center (ATRC), the Hub contributed to eight trade promotion trainings, which led to \$1.5 million in Hub-facilitated AGOA exports in FY17. The Hub led development of Côte d'Ivoire's National AGOA Strategy to help the public and the private sectors take advantage of the benefits AGOA offers.

AGOA Resource Center trainings

In FY17, the Trade Hub collaborated with APEX-CI—the private sector Ivorian export promotion agency that houses the ATRC—to organize eight export capacity-building trainings. The Trade Hub signed a grant agreement with APEX-CI in 2016 to mobilize trainings and assistance to Ivorian enterprises and build their capacity to export to the U.S. and regionally. To date, the Trade Hub's efforts resulted in \$1.5 million in supported AGOA exports. As shown in the table below, the highest value of exports came from the cassava sector, with a total of four companies reporting exports of \$1,364,113



The Hub's collaboration with APEX-CI contributed to improve Ivorian companies' understanding of U.S. market requirements and AGOA opportunities. The trainings (like the one shown in the photo above) included hands-on sessions in business planning and accounting.

Table 19: Côte d'Ivoire, Exports under AGOA

Côte d'Ivoire, Exports under AGOA						
Company Name	Year	Quarter	Value Chain	Product	Export (US\$)	Volume (Tons)
Airone CI	FY 17	Quarter 2	AGOA	Canned Tuna	\$214,115.11	30.00
ETIMEX	FY 17	Quarter 2	AGOA	Attieke (Cassava)	\$467,503.11	948.00
Wan Naira	FY 17	Quarter 3	AGOA	Attieke (Cassava)	\$369,864.28	167.00
Groupe Oban	FY 17	Quarter 3	AGOA	Attieke (Cassava)	\$34,628.27	28.60
ETIMEX	FY 17	Quarter 3	AGOA	Attieke (Cassava)	\$492,117.15	570.87

Table 20: AGOA workshops organized in Côte d'Ivoire in partnership with APEX-CI

Date	Training Themes	No of Attendees
September 28, 2017	A practical training on fabric dyeing techniques and the laboratory tests and inspection textiles are subject to, before they can be exported	15
May 5, 2017	U.S. packaging and labeling requirements, and U.S. food standards, including updates to the Food Safety Modernization Act (FSMA)	56
March 30, 2017 – April 13, 2017	How to acquire new clients and develop distribution channels through internet and social media (2)	48
December 15, 2016	Determining the correct price of goods based on costs	20
November 23, 2016	Cost accounting	15
November 17, 2016	FDA requirements and regulations for imported food products	32
November 10, 2016	International norms and standards in food packaging and health environment standards	24
October 27, 2016	AfrICANDO participants discuss experience and lessons learned at international food and beverage trade show	10

AGOA National Strategy development

In August 2016, the Trade Hub and USAID/Côte d'Ivoire partnered with the AfDB and the Ministry of Commerce to develop Côte d'Ivoire's first National AGOA Strategy with both short- and long-term goals. Before 2025, when AGOA is scheduled to end, the strategy ensures that Côte d'Ivoire has a practical plan that enables Ivorian businesses to benefit fully from AGOA. In the long term, the strategy looks to build effective, transparent, and well-established support mechanisms and procedures that sustain and enhance Côte d'Ivoire's export capacity.

Using Côte d'Ivoire's recently developed National Export Strategy (NES), as a basis for developing the National AGOA Strategy, the Trade Hub collaborated for 12 months with the AfDB, government agencies, private companies, and business associations to assess the country's leading economic sectors, their production and export capabilities, and the barriers that impede broader trade with the U.S.

The AGOA strategy offers a roadmap to guide related government regulation and sets out guidelines for businesses. The strategy:

1. Selects value chains to support for export to the U.S. based on AGOA rules
2. Promotes value-added exports, such as processed agricultural products historically exported in raw form
3. Funds training programs for people and companies to improve the export competitiveness of businesses in global markets
4. Includes programs to attract local and foreign direct investment to the eligible AGOA value chains
5. Incorporates measurable targets and a monitoring and evaluation program to ensure the implementation of the strategy remains on track through 2025

As summarized below, Côte d'Ivoire's National AGOA Strategy includes six elements.

Table 21: Summary of Côte d'Ivoire National AGOA Strategy

Six Strategic Elements		Applicability
One Team	A national AGOA committee responsible for strategic direction, public/private sector collaboration, implementation and monitoring and evaluation. The Ministry of Commerce is currently reorganizing APEX-CI into a quasi-public agency, to be called Côte d'Ivoire Export, that will be responsible for the implementation of the AGOA strategy.	A structural organization to ensure the effective coordination and collaboration over the strategy execution
	A long-term National Strategy through 2025	Sets out the road map and defines the main directions to ensure better planning of activities
	A two-year action plan, revised on a yearly basis	Identifies the main activities to implement on a yearly basis to achieve objectives
Three Indicators	Number of Ivorian companies exporting to the U.S.	40 new Ivorian companies exporting to the U.S. through 2025
	Rate of growth of exports to the U.S.	Ivorian exports will reach \$3.5 billion by 2025, representing 100% growth over Côte d'Ivoire's \$1.2 billion in recorded exports in 2016
	Rate of growth of exports under AGOA and GSP	25% of Ivorian exports will benefit from AGOA
Four Strategic Targets	Technical assistance and capacity building to private sector companies	Industry and U.S. market-specific workshops and technical training: AGOA, U.S. food safety regulations, quality control and quality improvement, packaging and labeling, etc.
	Access to financing for private investment	<ul style="list-style-type: none"> • Support business development training for companies • Organize and support international and local investment promotion events • Increase awareness of local financial institutions about investment opportunities in AGOA eligible sectors and non-traditional sectors
	Marketing and promotional campaigns of Ivorian products	<ul style="list-style-type: none"> • Support development of enterprise export marketing plans • Organize local and international business-to-business (B2B) events • Support attendance of Ivorian companies at international sales and marketing events
Six Value Chains (VCs)	<ul style="list-style-type: none"> • Apparel and textile • Tropical fruits (processed) • Cassava products • Processed cashew • Honey • Shea butter 	<p>Six value chains and products that offer the best opportunities for exports under AGOA. The value chains were selected on the basis of :</p> <ol style="list-style-type: none"> 1. Their annual export growth rate 2. The export performance benchmark of the selected VCs 3. The annual growth rate of U.S. consumption for the selected VCs/products 4. The social economic impact
Four Guiding Principles	<ul style="list-style-type: none"> • Alignment with Côte d'Ivoire's National Export Strategy • Pragmatic in scope 	These four pillars of Côte d'Ivoire's National AGOA Strategy recommend the AGOA Strategy be consistent with the country's national export strategy to ensure synergy across the country's

- Synergy of interventions
- Sustainable and forward looking

national export promotion initiatives, and that the objectives and the action plan are realistic, given that only seven years remain before AGOA expires in 2025. The strategy is a forward-looking tool to build export sustainability capacity beyond AGOA.

14.2.2 MANGO

Building on the Trade Hub's successful mango campaign in 2016, in 2017 the Trade Hub rolled out an expanded mango program, which included a cost sharing element with partners, to contribute to the development of the Ivorian mango sector and enhance exports of fresh and processed mango. As presented in the below infographic, the Trade Hub's comprehensive approach: 1) Enhanced the capacity of the Ivorian mango value chain, 2) Improved the industry's standing in international markets, and 3) Attracted and established foreign investment and business linkages. To date, Trade Hub efforts have generated \$11.3 million of fresh and dried mango exports, and \$358,699 in dried mango sales, with four regional and international business linkages established in the process.

To maximize return on these efforts and ensure the sector's sustainability, the Trade Hub instituted cost-sharing, splitting the cost of trainings, international certifications, and business and investment linkage events with partners:

- **In the mango best practice training program**, the Trade Hub paid the consulting trainers' costs, while partners covered other associated cost, such as transportation, and meals of participants, and the training venue.
- **For international food, sanitary and social certifications**, the Trade Hub supported the cost of the trainings, while producers, exporters, and processors paid for the certifications.
 - *Of the 19 mango companies Trade Hub supported to acquire international certifications, only Tropic Mango failed to complete its Fair Trade Certification. They withdraw from the cost share agreement, after Trade Hub had delivered the training part of the Fair Trade certification process.*
- **The international Mango Symposium** was organized in partnership with the Inter-professional Agricultural Research and Advisory Fund (FIRCA) and the Ivorian Chamber of Commerce (CCI-CI). The Trade Hub covered communications costs and the travel of international participants, while the two partners paid the travel cost of local participants from the government and private sector. FIRCA and the CCI-CI also paid for the venue and common meals during the event. Local private businesses that support the mango sector—such as transportation, freight forwarders, packaging, and agricultural certification companies—paid their own way.

Figure 8: Trade Hub support to the Ivorian Mango Sector



1- Best Practice and Capacity Building Trainings

The Trade Hub's mango best practice programs and certification trainings generated \$11.38 million/13,000 tons in FY17 in fresh and dried mango exports and \$185,000/30 tons in dried mango exports in Côte d'Ivoire. The 2017 training campaign focused on improving the quality and quantity of Côte d'Ivoire's exportable mango (fresh and dried), while building the confidence of international buyers in the ability of Côte d'Ivoire's producers, exporters, and processors to meet and respond to international food, sanitary and social requirements. The capacity-building program rolled out activities to improve management of harvest and post-harvest procedures, including harvesting, handling, storage, processing, packaging, transportation, and proper hygiene. In FY17, these trainings in Côte d'Ivoire reached over 1,800 harvesters and packhouse technicians working for 21 producers, exporters and processors.

2- International Food, Sanitary & Social Certifications

The Trade Hub supported Ivorian mango exporters to acquire international certifications that assure international buyers that Côte d'Ivoire's agricultural businesses meet international standards and expectations.

Table 22: Trade Hub Supported Certifications in Côte d'Ivoire

Global G.A.P.	Ensures an ethical production process, including social responsibility, water and land conservation.
ISO 19011	International standard that sets forth guidelines for management systems auditing, developed by the International Organization for Standardization. Offers organizations four resources to "save time, effort and money."
GRASP	Global G.A.P. Risk Assessment on Social Practice Certification is a voluntary system to help producers establish good social management system in their orchards and warehouses. Addresses key aspects of workers' health, safety and welfare.
FAIR TRADE	Structured around equitable trade practices at every level of the value chains, promotes sustainable development and poverty reduction through trade. Its 10 principles cover social aspects (example: no child labor), economic aspects (example: transparency) and environmental aspects (example: lower or no pollutants).
TESCO NURTURE	Required to be a supplier to UK-based Tesco supermarkets. Criteria entail traceability, quality, environment protection and the rational use of fertilizers.
ORGANIC	Enables producers to access a niche market while offering more consumption choices to the consumer. Producers must prove that their processes comply with natural resources protection, biodiversity conservation, and "rational" use of approved pesticides and fertilizers.

3- International & Regional Export – Market and Financial Linkages

On April 5-7, the Trade Hub organized the Mango Symposium, an international event dedicated to expanding exports of Ivorian mango by attracting well-known international businesses to invest and source mango products from Côte d'Ivoire. The event in Korhogo, Côte d'Ivoire's largest mango-producing region, was attended by more 200 private and public sector participants from the U.S., EU, West Africa and South Africa. To date, the symposium has led to three major trade and investment transactions.

- I- **JAB Fruit, a South African company with an office in New York**, is on track to work with four Ivorian factories in 2018. Their five-year plan aims to produce 1,000 tons of dried fruit in five factories in Côte d'Ivoire. These factories will source 17,000 tons of fresh mango and offer employment to 2,500 workers and 5,000 people elsewhere in the chain (including orchards). The first six dryers arrived in Abidjan from South Africa on May 31. Five more are scheduled to arrive early in 2018. LA & Fruit SARL, JAB's first local partner in the joint venture, is almost finished building the plant where the first six machines will be installed. To date, LA & Fruit has spent \$160,000 in capital investment. A team of technicians from JAB South Africa will arrive to Korhogo, Côte d'Ivoire, before December 2017 to finalize infrastructure such as electricity and water, and to install the drying machines. In December 2017, a team from LA & Fruit is traveling to JAB in South Africa for training on mango drying and equipment maintenance.



Trade Hub mango consultants Mr. Moussa Coulibaly and Mr. Patrick Hanemann visit LA & Fruit's newly built facility that houses a major mango drying facility.

- I- **Ghana-based HPW collaborates with Ivorian producers and processors and a Burkinabe processor to export fresh and dried mango:** In FY17 and in part based on discussions at the Mango Symposium, HPW Fresh and Dry Limited (HPW), a Ghana-based mango processing company and exporter, sourced from Ivorian mango farms as follows: 800 metric tons of fresh mango from ECYA Services Sarl, 588 metric tons from EMS Sarl, and 6.57 metric tons of dried mango from USMO. The Trade Hub supported these transactions by

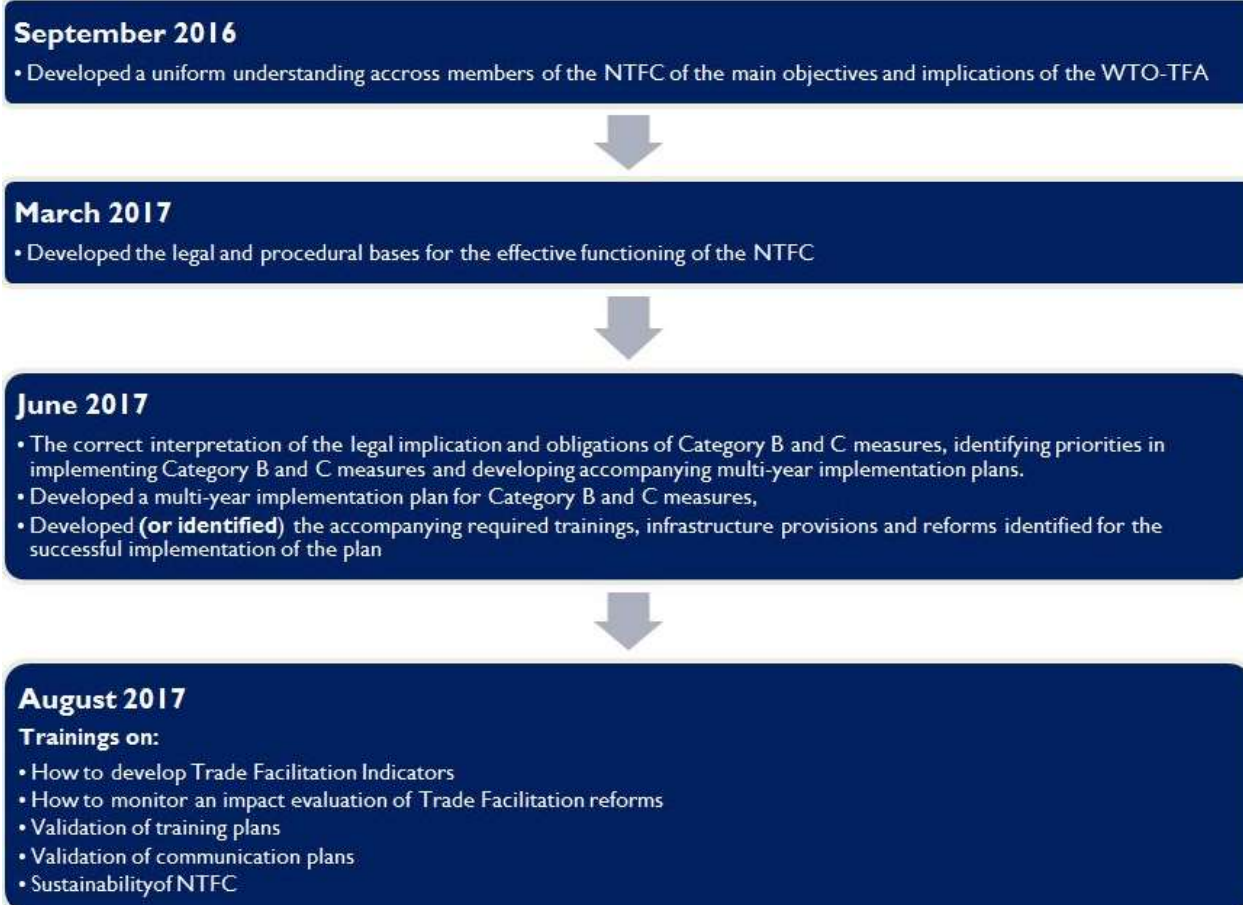
identifying the local and regional partners, facilitating communication, and ensuring the quality of supplied fresh and dried mango responded to HPW's requirements.

14.2.3 TRADE FACILITATION

In 2017, the Trade Hub led three additional trainings to build and enhance the organizational leadership and capacity of Côte d'Ivoire's National Trade Facilitation Committee (NTFC) to support the effective and efficient implementation of the WTO-TFA. NTFCs are central to the implementation of the TFA. Their responsibilities include collecting and disseminating information and overseeing collaboration across the different government bodies that are involved in and responsible for implementing TFA measures.

The NTFC program, launched in FY16, was developed through a partnership contract with the United Nations Conference on Trade and Development (UNCTAD) and conducted through a set of four consecutive connected trainings that covered topics summarized in the table below. Mr. Chongo Mukupa, the Trade Hub's Trade Specialist facilitated the trainings.

Figure 9: Trade Hub / UNCTAD NTFC Trainings in Côte d'Ivoire



APPAREL

Founder and CEO Philippe Aka Kouame has evolved O'sey from a fashion boutique to an operational factory. With about 90 permanent and 200 temporary workers, eight shops around Abidjan and a production capacity of 1,200 to 1,500 pieces per month, the entrepreneur (shown in photo below right) now aims to diversify his offerings.



For the past two years, the Trade Hub has supported O'sey in reducing production costs and achieving international quality and environmental standards. O'sey's expansion plan included a dormitory to reduce turnover and external experts to implement an efficient management and administrative system.

The Trade Hub's consultant improved the factory layout, reducing time spent to produce a shirt from 23 to 14 minutes. The Trade Hub's financial advisors helped O'sey change its status to a Limited Liability Company (LLC), enabling the company to benefit from duty-free advantages for equipment and buy material at lower costs. In August, Mr. Kouame made his first trip to the U.S. to exhibit at the largest American apparel trade show, Sourcing at MAGIC.

The MAGIC show gave O'sey international visibility, the opportunity to showcase its products, meet prospective buyers and clients, and develop a better understanding of the sector global trends and opportunities. As well, during the trade show, O'sey had the opportunity to build business linkages with eight leading West African apparel manufacturers, and to discuss the opportunity to collaborating over a shared regional apparel website platform to sustain the visibility they gain from attending international shows, and to influence and support marketing and sales. Their common audience in the first stages would be mid to high-end apparel boutiques where their products are price competitive.

"Thanks to the trade show, I realized the international opportunities that are available to O'sey and the steps that need to be taken," said Mr. Aka. "The technical support I continue to receive from the Trade Hub is a critical step in the right direction."

14.2.4 CEREALS

With Trade Hub support leading Ivorian manufacturer looks to expand and export to the U.S.

On July 6-7, the Trade Hub hosted an Agro-Industries Forum in Abidjan, which brought together more than 30 cereals stakeholders from Benin, Burkina Faso, Côte d'Ivoire, Ghana, Senegal and Togo. Industrial companies, producers, processors, traders, and managers of cereal associations discussed business opportunities and supply solutions.

On the second day of the Forum, participants visited the Domak Group, an economic model of cereal storage in the region. Since the 1990s, the company has specialized in the processing and storage of local maize and paddy rice. Domak has a current storage capacity of 200,000 tons and hopes to reach 700,000 tons in coming years.

"These two days were fruitful," said Mr. Daouda Kante, CEO of Group Domak. "Together we were able to share our experiences and focus on concrete areas of improvement for our sector. We are looking forward to discuss further potential commercial partnerships with the attendees.



At the Trade Hub's Agro-Industries Forum, Madame Alimata Coulibaly, owner of Les Precuits GLP, shares lessons learned. Photo credit: Ms. Jessie Lafourcade, Trade Hub.

14.2.5 FINANCE AND INVESTMENT

In FY17, the Trade Hub facilitated over \$17.6 million in loans and investments to Ivorian companies. An additional \$2.9 million in loans are in the pipeline, and are expected to be approved and disbursed before the end of 2017.

The Trade Hub's finance advisory services were deployed both on the demand side and the supply side. On the demand side, the Hub worked with companies through a network of Financial Advisors to help companies build winning business plans and bank loan applications. On the supply side, the Trade Hub partnered with local banks, training loan officers on credit risk mitigation strategies so they could properly price risk for agricultural loans, thus increasing loans to this under-served sector.

Table 23: Trade Hub Finance and Investment Facilitated in Côte d'Ivoire

Company	Sector	Approach	Total Investment Completed
AMC-FC	Rice	Demand Side	\$487,767
Ivoire Noix de Cajou (INC)	Cashew	Demand Side	\$7,550,806
SCAK	Cashew	Demand Side	\$2,844,881
Faso Grain	Livestock	Demand Side	\$519,938
ECOOKIM)	Cocoa	Supply Side	\$ 1,762,215
CABF)	Cocoa	Supply Side	\$ 2,004,448
Cocoa Trade Ivoire	Cocoa	Supply Side	\$2,458,580
Total			\$17,628,635.00

- **Assisted Agriculture Management Company-Food and Commerce (AMC-FC)**, the largest rice miller in Côte d'Ivoire, to access a \$487,767 credit line. As Ivorian bankers have limited experience financing rice millers, the Financial Advisor took 12 months to secure this first credit line from Orabank, which will enable the firm to secure raw materials and store finished products. This is an important milestone for AMC-FC, as its real working capital needs exceed \$2 million annually.
- **Facilitated a second loan totaling \$7.8 million for Ivoirienne Noix de Cajou (INC), with the guarantee of USAID's Development Credit Authority (DCA).** This newly established cashew-processing company will have a processing capacity of 30,000 tons. It will employ 300 people at full operational capacity, and sources raw nuts from a network of cashew cooperatives in northern Côte d'Ivoire. INC is targeting the U.S., EU, and Asian markets. Once INC had received its letter of commitment from the DCA, the Financial Advisor and INC negotiated the loan with two local banks. NSIA Bank in Côte d'Ivoire authorized this large transaction, confirming the growth potential of the company and affirming its confidence in the company's management. With the loans, the company built the plant, bought equipment, and ensured proper working capital to buy raw cashew nuts.
- **Facilitated \$2.845 M for a cooperative cashew exporter in Côte d'Ivoire.** The Trade Hub's Financial Advisor, EM Consulting, worked with Société Coopérative d'Anacarde de Kafique (SCAK) to make the company's business case to Ivorian lenders, ultimately facilitating two loans for a total of \$2.845M in financing from two financial institutions. These two loans mark the first time SCAK has received bank financing. Previously, SCAK received pre-financing from its Asian clients before each season, which was disbursed before the Ivorian Government establishes the season's fixed price for cashew. When the price per kilogram imposed by the Asian clients was below the farm gate price set by the government, SCAK would lose money after cashew campaigns. Now with the bank loans, they can decide the selling price of their products and ensure profit. SCAK's Chairman, Mr. Zana Coulibaly, expects the linkage with commercial banks will accelerate the implementation of their processing unit scheduled for next year.
- **Generated \$6.2 M in loans to agribusinesses following a partnership agreement with Oikocredit.** The Hub provided Oikocredit a training-of-trainers program on agribusiness lending, the agricultural cycle, and agricultural risk mitigation strategies. Loans approved under this program include:
 - **Enterprise Cooperative Kimbre (ECOOKIM)** received a working capital loan of \$1.8 million. This union sources from 23 primary co-operatives in rural communities across four regions of Côte d'Ivoire, which produce cocoa and coffee for export exclusively through ECOOKIM. The union targets 12,555 cocoa growers in rural areas, with a total of 41,000 hectares of cocoa and 7,500 hectares of cashew. Farming families have 15 members on average with 10 working on the farm and four in other employment such as rearing livestock, handicrafts and small businesses. Cocoa is vital to ECOOKIM members, providing 70 percent of their income. The credit line will pay pre-export financing of approximately 600 MT of cocoa beans.



Côte d'Ivoire's president awarded one of the Trade Hub's star performers, Société Coopérative d'Anacarde du Kafique avec Conseil d'Administration (SCAK COOP-CA), the 2017 prize for best exporting company during an August 7 award ceremony at the presidential palace. Here, Mr. Zana Coulibaly, with his family, proudly displays the award. Photo credit: Ms. Jessie Lafourcade, Trade Hub.

- **Cooperative Agri Allah-Bekele de Fresco (CABF)**, a cocoa cooperative, received \$2 million. CABF's procures raw cocoa from its members, processes, transports, stores, and export cocoa beans during the cocoa season. The organization offers other services as well, including technical assistance, training and pre-purchase financing. The credit line will be used for pre-export financing, approximately 300 MT of cocoa beans. Part of CABF's strategy is to strengthen the relationship with cooperative members by increasing working capital for purchasing cocoa beans during the harvest.
- **Cocoa Trade Ivoire**, an Ivorian exporter of mainly cocoa and coffee and an importer of frozen fish, received two working capital loans totaling \$2.5 million to pre-finance the export of about 450 MT of cocoa beans. The financing will allow the company to strengthen its relationship with partner cooperatives that supply raw materials by increasing and making available working capital to purchase cocoa beans during the 2017 harvest. The direct beneficiary of the credit funds is Société Coopérative Dialogue de Djékanou (SOCODD), one of the supplying cooperatives.
- **Established a business linkage between SOTRAPACI, a large Ivorian cocoa and cashew trader with IPL Limited, a subsidiary of Walmart.** This linkage allows IPL to diversify its sources of supply in West Africa, and diversify from their Asian-based suppliers of cashew kernels. SOTRAPACI exports more than 100,000 MT of cocoa per year to the U.S. market. They have just purchased cashew processing equipment from Vietnam and will start processing 5,000 MT of raw cashew nuts this year.

Implemented agriculture value chain credit risk trainings for Coris Bank and Oikocredit in Côte d'Ivoire. Coris Bank officials in Côte d'Ivoire learned risk mitigation strategies for agricultural lending and how to better negotiate with loan applicants during Trade Hub trainings in January 2017.



"We're not only providing technical training about the rice, corn, cashew, and shea value chains, but we are creating a neutral space where bankers can brainstorm about new products that meet the needs of West African agribusinesses," said Mr. Guay. "These credit risk trainings are a small but important step to transform small agribusinesses across West Africa into thriving businesses that create jobs and increase economic opportunities."

Following similar workshops in Burkina Faso, the session trained approximately 30 participants through practical modules on the dynamics of different agribusiness value chains, risks involved in

awarding agribusiness loans, and how to structure financing mechanisms—all information that Financial Advisors need to build a company's risk profile and reject or approve loan applications. The Trade Hub's Finance and Investment team lead, Mr. Jean-Francois Guay, Mr. Charles Adegnandjou, the Finance and Investment Specialist and international finance consultant Mr. Gerard Mariotte presented the modules, while Trade Hub partners, including representatives from Oikocredit, shared their experiences and lessons learned in assessing risk for agribusinesses.

This training reflects the Trade Hub's commitment to help Coris Bank and Oikocredit facilitate \$31 million in financing for smaller agribusinesses throughout West Africa. In 2016, Oikocredit signed an agreement with USAID's Development Credit Authority to expand loan opportunities for smaller West African agribusinesses—as well as a technical assistance agreement with the Trade Hub to improve the banks' institutional knowledge of agricultural value chains.

- **Launched Gender Access to Finance Strategy in Côte d'Ivoire.** Unlike their counterparts in Burkina Faso and other West African countries, agribusinesses in Côte d'Ivoire lack substantial government support to make their businesses sustainable and competitive in regional and international markets. Banks are also reluctant to grant loans to smaller agribusiness producers, especially in the informal sector. The Trade Hub delivered technical assistance to Coris Bank as part of our Gender Access to Finance Strategy, which coaches women on proper bookkeeping and assessing their own financing needs, and facilitates financing to lower the risk of lending to these businesses.

The Trade Hub officially extended its Gender Access to Finance Strategy to Côte d'Ivoire through a series of events from November 28 through December 6, 2016 in Abidjan. Coris Bank worked with the Trade Hub's Mr. Adegnandjou to develop a gender strategy, establish targets, and create a sustainable framework for expanding financial services to Ivorian women entrepreneurs in Hub-supported value chains. Mr. Adegnandjou and Coris Bank selected 60 women entrepreneurs whose SMEs have a solid management structure, a reliable accounting system, and the ability to meet market requirements from production to delivery. This enabled them to gather insights on the SMEs' financial needs and identify activities to build the capacity of these businesses.

The Ivorian businesses will benefit from Coris's banking products designed specially to meet their financial needs. The bank's officials said they will work internally to train staff on issuing loans to finance these entrepreneurs and set up a database of entrepreneurs for potential program expansion.

As for the overall project, the two-pronged demand and supply approach to the finance and investment component has borne fruit. On the demand side, Financial Advisors are now better able to work with viable credit-seeking firms to identify and translate their financial needs into compelling business plans. On the supply side, banks are more aware of the business proposition offered by women-owned and emerging enterprises and better able to assess risks and rewards. The agribusiness sector in Côte d'Ivoire stands to benefit from this improved financial sector capacity.

ANNEX A: PROJECT PERFORMANCE INDICATORS

INDICATOR AND DISAGGREGATIONS			BASELINE	FY17 TARGET- PMP	FY17 TARGET - WP	FY17 RESULTS	FY 14-17 CUMULATIVE TARGET - PMP	FY 14-17 CUMULATIVE TARGET - WP	FY 14-17 CUMULATIVE RESULTS
				October 2016 - September 2017	October 2016 - September 2017	October 2016 - September 2017	March 2014 - September 2017	March 2014 - September 2017	March 2014 - September 2017
				From PMP Submitted March 2017	From Approved FY17 WP		From PMP Submitted March 2017	From Approved FY17 WP	From PMP Submitted March 2017
INDICATORS COMMON TO ALL TRADE HUBS									
Development Objective: Expanded Trade and Investment									
1	Value of exports in targeted non-agricultural and agricultural commodities from Hub-supported firms/associations/entities (DO 1.1, EG.3.2-23)								
	Total target	\$0	\$40,000,000	\$ 40,000,000	\$ 39,237,300	\$ 108,000,000	\$ 108,000,000	\$ 127,864,472	
	FTF Value Chains		\$20,000,000	\$ 20,000,000	\$ 14,206,705	\$ 71,000,000	\$ 71,000,000	\$ 78,349,040	
	Non-FTF Value Chains		\$20,000,000	\$ 20,000,000	\$ 25,030,594	\$ 37,000,000	\$ 37,000,000	\$ 49,515,431	
	Non-Agriculture Value Chains		New disaggregation, no targets set, results available on request						
	Destination Market		New disaggregation, no targets set, results available on request						
2	Value of new private sector investment in the agricultural sector or food chain leveraged by Trade Hub implementation (DO 1.2, EG.3.2-22)								
	Total Target	\$0	\$ 36,000,000	\$ 36,000,000	\$ 46,629,656	\$ 55,046,559	\$ 55,046,559	\$ 65,676,215	
			\$ 5,500,000	\$ 5,500,000	\$ 5,520,623	\$ 10,693,838	\$ 10,693,838	\$ 10,714,461	
	FTF Value Chains		\$ 18,000,000	\$ 18,000,000	\$ 13,217,685	\$ 20,632,216	\$ 20,632,216	\$ 15,849,901	

			\$ 1,500,000	\$ 1,500,000	\$ 1,625,912	\$ 3,191,723	\$ 3,191,723	\$ 3,317,635
	Non-FTF Value Chains		\$ 18,000,000	\$ 18,000,000	\$ 33,411,971	\$ 34,414,343	\$ 34,414,343	\$ 49,826,314
			\$ 4,000,000	\$ 4,000,000	\$ 3,894,378	\$ 7,502,115	\$ 7,502,115	\$ 7,396,493
	Country		New disaggregation, no targets set, results available on request					
	Type of Organization		New disaggregation, no targets set, results available on request					
	Operating Capital vs. Capital Investment		New disaggregation, no targets set, results available on request					
Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target from \$25.5 million to \$40 million to accurately reflect expected results. At the same time, the Trade Hub reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.								
3	Value of new private sector investment in non-agricultural targeted sectors leveraged by Trade Hub implementation (DO 1.3)							
	Total		\$ 2,000,000	\$ 2,000,000	\$ 313,949	\$ 2,312,000	\$ 2,312,000	\$ 625,949
	Women Only		\$ -	\$ -	\$ 313,949	\$ 312,000	\$ 312,000	\$ 625,949
	Country	\$0	New disaggregation, no targets set, results available on request					
	Type of Organization		New disaggregation, no targets set, results available on request					
	Operating Capital vs. Capital Investment		New disaggregation, no targets set, results available on request					
Note: The Trade Hub reduced the cumulative targets due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.								
4	Number of agriculture and non-agriculture full-time equivalent (FTE) jobs created with USG assistance (IO 1.2, EG.3.2-21)							
	Total	0	4,000	5,000	6,245	16,000	17,000	20,150
	Women Only		360	2,250	3,673	2,160	4,050	10,556
FTE jobs conversations and disaggregations are presented in Annex A-1, below. Targets for FTE jobs were not set.								

	Note: Indicator 4 was initially a cumulative indicator per the standard indicator definition, but was later made annual. The standard indicator also made the distinction between new jobs and continuing jobs. This changed during the program as continuing jobs stopped being part of the indicator definition per MSTAS' guidance. During FY17, the Trade Hub set annual targets. In the FY17 Workplan, the Trade Hub proposed to reduce the FY17 target from 6,000 to 5,000, and in the March 2017 PMP proposed to set the annual target as 4,000. FY17 Q3 and Q4 is the period during which continuing jobs are no longer counted per DQA instructions. They continued to be counted in Q1 and Q2 as that was the formal reporting requirement at that time. Finally, per the DQA instructions, a new way of counting FTE jobs was mandated. Under the new calculation system, the FTE results were: 4,800 part-time jobs equated to 995.20 FTE. Importantly, the target numbers include the continuing jobs as the targets were not revised to reflect the change of not counting continuing jobs.								
5	Number of firms that are more profitable or associations that are more financially self-sufficient due to USG assistance (IO 1.1, EG.3.2-21)								
	Total		0	20	30	32	53	63	65
	Women Only			4	6	10	11	13	17
	Country			New disaggregation, no targets set, results available on request					
	FTF/Non-FTF			New disaggregation, no targets set, results available on request					
	Sector/Value Chain			New disaggregation, no targets set, results available on request					
	Note: In the March 2017 PMP, the Trade Hub proposed to decrease the FY17 target from 30 to 20 to accurately reflect expected results, though the initial target was actually achieved. The Trade Hub also reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.								
Intermediate Result 1: Increased capacity of targeted ag sector entities to trade									
6*	Number of for-profit private enterprises, producers' organizations, water users' associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied improved organizational-level technologies or management practices as a result of USG assistance (IR 1.1, EG.3.2-20)								
	Total		0	80	80	81	1,062	340	1,063
	Women Only			40	40	9	141	170	110
	FTF Value Chains	All		32	32	14	256	136	238
		Women Only		16	16	3	87	68	74
	Non-FTF	All		48	48	67	806	204	825

		Women Only		24	24	9	54	102	39	
	Type of Organization			New disaggregation, no targets set, results available on request						
	Country			New disaggregation, no targets set, results available on request						
	Sector/Value chain			New disaggregation, no targets set, results available on request						
	Note: During the December 2016 DQA, the Trade Hub was informed that MSTAS was standardizing the way the Trade Hubs count beneficiaries. Instead of counting individual farmers (as the Trade Hub had done), the Trade Hub began counting only firms and associations. The targets were set before the Trade Hub was notified of this change.									
7	Number of buyer/seller linkages established in targeted agricultural sectors as a result of Trade Hub assistance (IR 1.2)									
	Total		0	100	100	219	1,482	268	1,601	
	Women Only			15	15	10	135	52	1,005	
	FTF Value Chains	All		75	75	144	414	193	483	
		Women Only		11	11	2	135	36	126	
	Non-FTF	All		25	25	83	1,068	75	1,126	
		Women Only		4	4	16	875	16	887	
	Country			New disaggregation, no targets set, results available on request						
	Status of Linkage			New disaggregation, no targets set, results available on request						
	Sector/Value chain			New disaggregation, no targets set, results available on request						
8 (*)	Number of assisted agricultural sector firms/associations meeting international grades and standards to export (IR 1.3)									
	Total		0	250	400	53	1,644	1,020	1,447	
	Women Only			37	60	8	160	195	131	
	FTF Value Chains	All		75	120	6	100	318	31	
		Women Only		11	18	-	15	64	4	
	Non-FTF Value Chains	All		175	280	43	1,544	702	1,412	
		Women Only		26	42	6	145	131	125	
	Country			New disaggregation, no targets set, results available on request						

	Sector/Value chain		New disaggregation, no targets set, results available on request					
	Type of Organization		New disaggregation, no targets set, results available on request					
	Type of Standard/Grade		New disaggregation, no targets set, results available on request					
	During the December 2016 DQA, we were informed that USAID has changed the way in which this indicator is to count beneficiaries, at least for the Trade Hubs under MSTAS. Instead of counting individual members of business associations (plus individual businesses as assisted), we are required to only count associations as one entity – not by individual member. However, as the targets were set to count individual association members, the achievement of the targets will vary considerably since previously we were counting individual businesses or trade associations. Now, we can only count the association, which may have a number of members who have been certified (as well as some who did not achieve certification). The targets were set before this change was notified.							
Intermediate Result 2: Increased capacity of targeted non ag firms and associations to trade								
9 (*)	Number of for-profit non-agricultural sector private enterprises, producers’ organizations, women’s groups, trade and business associations and community-based organizations (CBOs) that applied improved organizational-level technologies or management practices as a result of USG assistance (IR 2.1, Modified EG.3.2-20)							
	Total	0	4	4	5	12	12	10
	Women Only		2	2	3	6	6	5
	Type of Organization		New disaggregation, no targets set, results available on request					
	Sector/Value chain		New disaggregation, no targets set, results available on request					
10	Number of buyer/seller linkages established in targeted non-agricultural sectors as a result of Trade Hub assistance (IR 2.2)							
	Total	0	75	100	111	181	206	217
	Women Only		30	40	81	67	77	118
	Country		New disaggregation, no targets set, results available on request					
	Sector/Value chain		New disaggregation, no targets set, results available on request					
	Status of Linkage		New disaggregation, no targets set, results available on request					
	Note: In the March 2017 PMP, the Trade Hub proposed to decrease the FY17 target from 100 to 75 to accurately reflect expected results, though the initial target was actually achieved. The Trade Hub also reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.							
11 (*)	Number of assisted non-agricultural sector firms/associations meeting international standards to export (IR 2.3)							
	Total	0	4	4	5	12	12	9

	Women Only			2	2	2	6	6	4	
	Country			New disaggregation, no targets set, results available on request						
	Sector/Value chain			New disaggregation, no targets set, results available on request						
	Type of Standard/Grade			New disaggregation, no targets set, results available on request						
Intermediate Objective 2: Improved regional trade and investment enabling environment										
Intermediate Result 3: More efficient/cost effective movement of traded goods across borders										
12	Time to trade goods across borders and along corridors as a result of Trade Hub assistance (IR 3.1)									
	Cattle	Tema-Ouagadougou	1.8	days	-3%	NA	The Trade Hub did not conduct a time to trade survey in 2017 at the instruction of USAID/WA.	Decrease From -11% to -3%	-3%	-3.9% (**)
		Bamako-Abidjan	2.3	days						
		Bamako-Dakar	2.9	days						
	Small Ruminant	Tema-Ouagadougou	1.8	days						
		Bamako-Abidjan	2.3	days						
		Bamako-Dakar	2.9	days						
	Millet / Sorghum	Bamako-Abidjan	4.3	days						
		Bamako-Dakar	3.3	days						
	Maize	Tema-Ouagadougou	3.5	days						
		Bamako-Abidjan	4.3	days						
		Bamako-Dakar	3.3	days						
	Average		3.0	days						
Priority Documentation		New disaggregation, no targets set, results available on request								
13	Cost to trade goods across borders and along corridors as a result of Trade Hub assistance (IR 3.2)									
	Cattle	Tema-Ouagadougou	\$ 44	/head	-3%	NA	The Trade Hub did not conduct a cost to trade survey in 2017 at the instruction of USAID/WA.	Decrease From -16% to -3%	-3%	-3% (*)
		Bamako-Abidjan	\$ 54	/head						
		Bamako-Dakar	\$ 57	/head						
	Small Ruminant	Tema-Ouagadougou	\$ 10	/head						
		Bamako-Abidjan	\$ 10	/head						

		Bamako-Dakar	\$ 13	/head					
	Millet/Sorghum	Bamako-Abidjan	\$ 79	/MT					
		Bamako-Dakar	\$ 38	/MT					
	Maize	Tema-Ouagadougou	\$ 50	/MT					
		Bamako-Abidjan	\$ 79	/MT					
		Bamako-Dakar	\$ 44	/MT					
	Average		\$ 43						
Priority Documentation		New disaggregation, no targets set, results available on request							
Intermediate Result 4: Regional trade and investment agreements and their support institutions advanced									
14	Number of enabling environment policies analyzed, consulted on, drafted or revised, approved and implemented with USG assistance (IR 4.1, EG.3.1-12)								
	Total	0	5	5	10	21	21	26	
	Stage 1: Analyzed	0	0	0	2	7	7	9	
	Stage 2: Drafted and presented for public/stakeholder consultation	0	3	3	-	3	3	-	
	Stage 3: Presented for legislation/decreed	0	0	-	2	1	1	3	
	Stage 4: Passed/approved	0	1	1	3	3	3	5	
	Stage 5: Passed for which implementation has begun	0	1	1	3	7	7	9	
	Country/Regional Entity		New disaggregation, no targets set, results available on request						
	Sector/Value chain		New disaggregation, no targets set, results available on request						
	Agriculture/Non-Agriculture		New disaggregation, no targets set, results available on request						
INDICATORS SPECIFIC TO THE WEST AFRICA TRADE AND INVESTMENT HUB									
15	Value of new sales of assisted firms/members of associations due to USG assistance								
	Annual Total target	\$0	\$50,000,000	\$ 50,000,000	\$ 54,898,894	\$ 130,000,000	\$ 130,000,000	\$ 162,209,985	
	FTF Value chains		\$35,000,000	\$ 35,000,000	\$ 24,391,483	\$ 95,000,000	\$ 95,000,000	\$ 101,016,554	

	Non-FTF Value Chains		\$15,000,000	\$15,000,000	\$30,507,411	\$35,000,000	\$35,000,000	\$61,193,431
16	Number of for-profit private enterprises, producers organizations, water users associations, women’s groups, ... trade and business associations, and community-based organizations (CBOs) receiving USG food security related organizational development assistance (EG.3.2-4). Cumulative Indicator							
	Total (Cumulative)	0	100	100	138	598	320	911
	Women Only		10	40	28	179	120	329
	Continuing	0			66	498	220	
	New		100	100	72	100	100	
	Note: During the December 2016 DQA, we were informed that USAID has changed the way in which this indicator is to count, at least for the Trade Hubs under MSTAS. Instead of counting individuals receiving food security related organizational development assistance, we were told to only count associations. Therefore, as the targets were set to count individuals, the achievement of the numbers will vary considerably since previously we were counting individuals. Now, we can only count the association, which may have many participants who received assistance. The targets were set before this change was notified.							
17	Score in percent of combined key areas of organization capacity amongst USG direct and indirect local implementing partners (CBLD-5, now archived)							
	RESIMAO	2.4		The OCAT was not conducted in FY17.			N/A	56% (**) From OCA conducted at end of FY 16
	COFENABVI	3						
	WAGN	1						
	Borderless	3.6						
	ACA	4						
	GSA	3.9						
	Average (not including GSA)	2.80						
18	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (EG.3.2-1)							
	Total (Cumulative)	0	400	400	2,219	2,552	1,040	4,371
	Women Only		60	60	689	402	166	1,031
	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to 400 to accurately reflect expected results. In the March 2017 PMP, the Trade Hub also increased the cumulative target to reflect results to date. Therefore, in the PMP, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.							

19	Number of participants in Trade Hub-supported capacity building events related to improving trade or attracting investment								
	Total (Cumulative)		0	2,000	2,000	4,686	8,215	4,900	10,901
	Women Only			500	500	1,595	2,139	1,285	3,234
	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to 2,000 to accurately reflect expected results. In the March 2017 PMP, the Trade Hub also increased the cumulative target to reflect results to date. Therefore, in the PMP, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.								
20	Number of new dues paying members in private business associations as a results of USG assistance								
	Total (Cumulative)		96	200	200	747	700	700	1,047
	Women Only			100	100	47	260	260	97
21	Total number of users of new MIS services								
	Annual Total Targets		0	8,000	8,000	28,468	28,189	28,189	48,657
	FTF Value chains			6,000	6,000	28,468	26,189	26,189	48,657
	Non-FTF Value Chains			2,000	2,000	0	2,000	2,000	-
22	Value of new loans made to clients in targeted sectors. (EG.3.2-6)								
	Total (Cumulative)		0	\$ 25,200,000	\$ 25,200,000	\$ 40,619,346	\$ 36,079,052	\$ 36,079,052	\$ 51,498,398
	Women Only			\$ 4,400,000	\$ 4,400,000	\$ 5,834,572	\$ 6,153,534	\$ 6,153,534	\$ 7,588,106
	FTF Value Chains	All		\$ 12,600,000	\$ 12,600,000	\$ 11,893,426	\$ 15,105,290	\$ 15,105,290	\$ 14,398,716
		Women		\$ 1,200,000	\$ 1,200,000	\$ 1,626,245	\$ 2,891,723	\$ 2,891,723	\$ 3,317,968
	Non-FTF Value Chains	All		\$ 12,600,000	\$ 12,600,000	\$ 28,725,920	\$ 20,973,762	\$ 20,973,762	\$ 37,099,682
		Women		\$ 3,200,000	\$ 3,200,000	\$ 4,208,327	\$ 3,261,811	\$ 3,261,811	\$ 4,270,138

	Note: In the FY17 Workplan and the March 2017 PMP, the Trade Hub proposed to increase the FY17 target to accurately reflect expected results. At the same time, the Trade Hub reduced the cumulative target due to the fact that FY 14-16 results were not achieved, and it did not make sense to continue to hold to targets that would clearly be unachievable. Therefore, the FY17 cumulative target is calculated as FY 14-16 results plus FY17 target and the cumulative target through February 2018 is calculated as FY 14-16 results plus the 15-month target.								
23	Number of MSMEs receiving business development services from USG assistance (FTF 4.5.2-37)								
	Total (Cumulative)		0	50	50	75	299	299	324
	Women Only			40	40	14	203	203	177
	FTF Value Chains			40	40	36	207	207	203
	Non-FTF Value Chains			10	10	39	92	92	121
24	Number of micro, small, and medium enterprises (MSMEs), including farmers, receiving agricultural-related credit as a result of USG assistance (EG.3.2-3)								
	Total (Cumulative)		0	40	40	52	68	68	80
	Women Only			16	16	20	38	38	42
	FTF Value Chains	All		28	28	31	50	50	53
		Women		13	13	18	33	33	38
	Non-FTF Value Chains	All		12	12	21	18	18	27
		Women		3	3	2	5	5	4
25	Number of actions (audit, reports, presentations, tools developed, etc.) taken to facilitate compliance of member states with ECOWAS Trade Liberalization Scheme								
	Total		0	7	7	4	17	17	18
26	Number of individuals who have received USG trainings on trade and transport enabling environment								
	Total (Cumulative)		0	60	60	333	483	150	756
	Women Only			24	24	52	124	60	152

(*) Indicators 6, 8, 9 and 11. Based on MSTAS' feedback during the December 2016 DQA, the Trade Hub stopped counting individuals meeting international grades and standards to export or applying improved organizational-level technologies or management practices because they are not the primary point of intervention for the Trade Hub. In previous years, these individuals had all been counted. Now, only firms and associations that are meeting international grades and standards to export are counted. For more information, see the PIRS for this indicator submitted with the March 2017 PMP update.

() Indicators 12, 13 and 17.** Cumulative Results FY14-FY18 are FY16 Cumulative Results.

ANNEX A-I: FULL TIME EQUIVALENT JOBS

The Trade Hub targets for jobs were set before the indicator definition changed in FY17. Therefore, in our main presentation of results, we show jobs in comparison to the target that was set. For the purposes of also adhering to updated guidance from MSTAS and US Government standard indicators, we also report full time equivalency for these jobs.

FY17 Results
6,245 new jobs created
995 full time equivalent jobs created

In addition, we present here the additional dis-aggregations for jobs that are required with the new standard indicator definition.

INDICATOR AND DISAGGREGATIONS		BASELINE	FY17 Target October 2016 - September 2017	FY17 Results October 2016 - September 2017	FY 14-17 Cumulative Target * March 2014 - September 2017	FY 14-18 Cumulative Target * March 2014 - February 2018	FY 14-17 Cumulative Results March 2014 - September 2017	
4	Number of agriculture and non-agriculture full-time equivalent (FTE) jobs created with USG assistance (IO 1.2, EG.3.2-21)							
	Total		0	4,000	6,245	16,000	16,500	20,150
	Women Only			360	3,673	2,160	2,270	10,556
	Country	Benin		N/A	41	N/A	N/A	41
		Burkina Faso		N/A	312	N/A	N/A	2,118
		Côte d'Ivoire		N/A	1,590	N/A	N/A	2,011
		Ghana		N/A	2,704	N/A	N/A	9,222
		Mali		N/A	-	N/A	N/A	66
		Senegal		N/A	1,559	N/A	N/A	6,653

		Togo		N/A	39	N/A	N/A	39
	Sector / Value Chain	AGOA		N/A	85	N/A	N/A	85
		Apparel		N/A	391	N/A	N/A	5,114
		Cashew		N/A	-	N/A	N/A	53
		Cereals		N/A	141	N/A	N/A	724
		Livestock		N/A	-	N/A	N/A	83
		Mango		N/A	5,628	N/A	N/A	14,091

ANNEX B: INDICATOR #2

Results FY15 and FY16

Year	#	Organisation Name	Country	Value Chain	Loan Amount (US\$)	Equity Injection Value (US\$)	Investment Value (US\$)	Gender	FTF	FTF Gender	Global	Global Gender	Demand Side	Supply Side
FY 15	1	Faso Kaba SARL	Mali	Cereals	82,727		82,727	82,727	82,727	82,727			82,727	
FY 15	2	UCOVISA	RCI	Cereals	150,887		150,887	150,887	150,887	150,887			150,887	
FY 15	3	Teranga	Senegal	Cereals	653,032		653,032	653,032	653,032	653,032			653,032	
FY 15	4	Akorly Packhouse	Ghana	Fruits		66,836	66,836				66,836		66,836	-
FY 15	4				886,646	66,836	953,482	886,646	886,646	886,646	66,836	-	953,482	-
FY 16	5	Ivoirienne Noix Cajou	RCI	Cashew	5,400,350	2,840,527	8,240,877				\$8,240,877		\$8,240,877	
FY 16	6	Teranga Entreprise	Senegal	Cereals	31,808		31,808	31,808	31,808	31,808			\$31,808	
FY 16	7	Precision Farms and Oil	Ghana	Cereals	210,465		210,465		210,465				\$210,465	
FY 16	8	Sigi Moronya	Burkina Faso	Cereals	3,448		3,448	3,448	3,448	3,448			\$3,448	
FY 16	9	Rehoboth	Burkina Faso	Cereals	1,682		1,682	1,682	1,682	1,682			\$1,682	
FY 16	10	La Douceur	Burkina Faso	Cereals	4,205		4,205	4,205	4,205	4,205			\$4,205	
FY 16	11	ETS Tout Super	Burkina Faso	Cereals	3,364		3,364	3,364	3,364	3,364			\$3,364	
FY 16	12	Dakoupa	Burkina Faso	Cereals	673		673	673	673	673			\$673	
FY 16	13	Bongout	Burkina Faso	Cereals	2,523		2,523	2,523	2,523	2,523			\$2,523	
FY 16	14	UGER-B	Burkina Faso	Cereals	151,371		151,371	151,371	151,371	151,371			\$151,371	
FY 16	15	Union Wendwaoga Etuv Riz	Burkina Faso	Cereals	25,229		25,229	25,229	25,229	25,229			\$25,229	
FY 16	16	DAMFA	Ghana	Fruits		2,878	2,878				2,878		\$2,878	-
FY 16	17	Kobiman Farms	Ghana	Fruits		280,000	280,000				280,000		\$280,000	-
FY 16	18	AMOKFAT	Burkina Faso	Cereals	17,231		17,231	17,231	17,231	17,231			\$17,231	
FY 16	19	Global Niynik Nigeria	Nigeria	Livestock	97,060		97,060	97,060	97,060	97,060			\$97,060	
FY 16	20	UT Wend Managda	Burkina Faso	Cereals	1,206		1,206	1,206	1,206	1,206			\$1,206	
FY 16	21	Femmes Solidaires	Burkina Faso	Cereals	862		862	862	862	862			\$862	
FY 16	22	AMC-FC	RCI	Cereals	603,101		603,101		603,101				\$603,101	
FY 16	23	SANTPA	RCI	Cashew	775,416		775,416				775,416		\$775,416	
FY 16	24	Entr. Diallo (Mr. owner)	Mali	Fruits	36,186		36,186				36,186		\$36,186	
FY 16	25	Unite Natio Cajou	Mali	Cashew	44,802		44,802	44,802			44,802	44,802	\$44,802	
FY 16	26	Faso Riibo	Burkina Faso	Cereals	5,169		5,169	5,169	5,169	5,169			\$5,169	
FY 16	27	Gold Coast Farms	Ghana	Fruits	2,100,000	1,400,000	3,500,000		-		3,500,000			3,500,000
FY 16	28	Renaissance	Ghana	Logistic		126,926	126,926		126,926				\$126,926	
FY 16	29	ETS Tout Super	Burkina Faso	Cereals	8,505		8,504.57	8,505	8,505	8,505			\$8,505	
FY 16	30	Adi	Burkina Faso	Shea	-	3,440,304	3,440,304	3,440,304			3,440,304	3,440,304	\$3,440,304	
FY 16	31	Dado	Mali	Cereals	25,514		25,514	25,514	25,514	25,514			\$25,514	
FY 16	32	Teranga 2	Senegal	Cereals	425,229		425,229	425,229	425,229	425,229			\$425,229	
FY 16	33	Tako	Mali	Fruits	17,009		17,009	17,009			17,009	17,009	\$17,009	
FY 16	34	Cooprofel	Burkina Faso	Fruits		10,035	10,035				10,035	10,035	10,035	-
FY16	30				9,992,406	8,100,670	18,093,076	4,307,192	1,745,570	805,077	16,347,506	3,512,150	14,593,076	3,500,000
FY15-16	34				10,879,051	8,167,506	19,046,558	5,193,837	2,632,216	1,691,723	16,414,342	3,512,150	15,546,558	3,500,000

Results FY17 – I of 2

#	Organisation Name	Country	Value Ch	Loan Amount (US\$)	Equity Injectio	Investment Value (US\$)	Gender	FTF	FTF Gend	Global	Global Gende	Demand S	Supply Si
1	INC	RCI	Cashews	7,550,806		7,550,806				7,550,806		7,550,806	
2	AMC-FC	RCI	Cereals	487,767		487,767		487,767				487,767	
3	Faso Grain	BF	Livestock	519,938		519,938		519,938				519,938	
4	Ohumpong Investment	Ghana	Fruits	457,376	-	457,376				457,376		457,376	
5	Promo Fruits	Benin	Fruits	246,503		246,503				246,503			246,503
6	Sababougouma	BF	Cereals	1,660		1,660	1,660	1,660	1,660			1,660	
7	Keinkoleligui	BF	Cereals	456		456	456	456	456			456	
8	Siguignougonya	BF	Cereals	2,075		2,075	2,075	2,075	2,075			2,075	
9	AMOKFAT	BF	Cereals	3,409		3,409	3,409	3,409	3,409			3,409	
10	Yankadi	BF	Cereals	503		503	503	503	503			503	
11	Kankelmtigui	BF	Cereals	336		336	336	336	336			336	
12	UTRAMALF	BF	Cereals	839		839	839	839	839			839	
13	Utrafils	BF	Cereals	839		839	839	839	839			839	
14	ENAK	BF	Cereals	97,363		97,363		97,363				97,363	
15	Ecookim	RCI	Cocoa	1,762,215		1,762,215				1,762,215			1,762,215
16	CABF	RCI	Cocoa	848,112		848,112				848,112			848,112
17	FEDCO	Ghana	Cocoa	2,921,122		2,921,122				2,921,122			2,921,122
18	Teranga 2	Senegal	Cereals	159,370		159,370	159,370	159,370	159,370			159,370	
19	AMOKFAT	BF	Cereals	8,106		8,106	8,106	8,106	8,106			8,106	
20	Femme Solidaire	BF	Cereals	1,643		1,643	1,643	1,643	1,643			1,643	
21	Agriaccess Ghana	Ghana	Cereals	152,198		152,198		152,198		-		152,198	
22	UDTER	BF	Cereals	51,027		51,027	51,027	51,027	51,027			51,027	
23	La Douceur	BF	Cereals	4,061		4,061	4,061	4,061	4,061			4,061	
24	TEGAWENDE	BF	Cereals	1,276		1,276	1,276	1,276	1,276			1,276	
25	ADI PROD	BF	Shea	3,894,378		3,894,378	3,894,378			3,894,378	3,894,378	3,894,378	
26	CABF	RCI	Cocoa	1,156,337		1,156,337				1,156,337			1,156,337
27	Cocoa Trade Ivoire	RCI	Cocoa	1,208,319		1,208,319				1,208,319			1,208,319
28	Senfresh	Senegal	Fruits	12,436		12,436				12,436		12,436	
29	Kake 5	Benin	Cashew	422,316		422,316				422,316			422,316
30	La Lumiere	Benin	Cashew	211,996		211,996				211,996			211,996
31	Coumba Nor Thiam	Senegal	Cereals	979,497		979,497		979,497					979,497
32	Precision Farms & Oils	Ghana	Cereals	203,552		203,552		203,552				203,552	
33	Scak Coop	RCI	Cashew	1,625,607		1,625,607				1,625,607		1,625,607	
34	Waka	BF	Fruits	392,090		392,090				392,090		392,090	
35	Scak Coop	RCI	Cashew	1,219,205		1,219,205				1,219,205		1,219,205	

Results FY17 – 2 of 2

	Organisation Name	Country	Value Chain	Loan Amount (US\$)	Equity Injection	Investment Value (US\$)	Gender	FTF	FTF Gender	Global	Global Gender	Demand Side	Supply Side
36	Cajou Casamance	Senegal	Cashew	416,753		416,753				416,753			416,753
37	Tolaro Global - Oikocred	Benin	Cashew	750,000		750,000				750,000			750,000
38	Tolaro Global - Moringa	Benin	Cashew	1,000,000	5,000,000	6,000,000				6,000,000			6,000,000
39	Afokantan Benin Cashev	Benin	Cashew	1,066,140		1,066,140				1,066,140			1,066,140
40	Cooca Trade Ivoire	RCI	Cocoa	1,250,260		1,250,260				1,250,260			1,250,260
41	Coumba Nor Thiam	Senegal	Cereals	511,108		511,108		511,108					511,108
42	Mamelles Jabot	Senegal	Livestock	852,593		852,593		852,593					852,593
43	Precision Farms	Ghana	Cereals	203,082		203,082		203,082				203,082	
44	Faso Kaba	Mali	Cereals	127,979		127,979	127,979	127,979	127,979			127,979	
45	Mayor Farm and Agro	Nigeria	Cereals	187,274		187,274		187,274				187,274	
46	Mayor Farm and Agro	Nigeria	Cereals		156,647	156,647		156,647				156,647	
47	Fair Deal Farm	Nigeria	Livestock	22,889		22,889	22,889	22,889	22,889			22,889	
48	GraceCo	Nigeria	Cereals	970,073		970,073	970,073	970,073	970,073			970,073	
49	Top Agro	BF	Cereals	444,073		444,073		444,073				444,073	
50	Faso Malo (Coris Bank)	BF	Cereals	40,211		40,211		40,211				40,211	
51	Teranga 2	Senegal	Cereals	269,704		269,704	269,704	269,704	269,704			269,704	
52	AviNiger	Niger	Cereals	5,588,525	1,167,612	6,756,137		6,756,137					6,756,137
FY17	53			40,305,397	6,324,259	46,629,656	5,520,624	13,217,684	1,626,246	33,411,971	3,894,378	19,270,247	27,359,409
FY15-	34			10,879,051	8,167,506	19,046,558	5,193,837	2,632,216	1,691,723	16,414,342	3,512,150	15,546,558	3,500,000
3 Year	87				14,491,765	65,676,214	10,714,461	15,849,900	3,317,968	49,826,314	7,406,528	34,816,804	30,859,409

ANNEX C: STORIES OF IMPACT

QUARTER 1



QUARTER 2



QUARTER 3



QUARTER 4





USAID
FROM THE AMERICAN PEOPLE

WEST AFRICA

SNAPSHOT

Benin firm ships country's first AGOA apparel export

USAID helped facilitate Benin's first apparel export under AGOA, connecting Africa New Confection (ANC) with a buyer and advising on production of the groundbreaking 35,000-item order.



Photo credit: Trade Hub

At a ceremony to mark the shipment, Ambassador Lucy Tamlyn congratulated Benin on the country's first AGOA apparel shipment and ANC for its first export to the United States. Here she examines the customs declaration for the prepared order.

"Growth at ANC is being achieved alongside a strong commitment to ethical standards. The jobs that are being created will empower employees to support their families and communities."

Lucy Tamlyn, U.S. Ambassador to Benin

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000

<http://www.usaid.gov/results-data/success-stories>

October 2017

Benin-based producer Africa New Confection (ANC), with support from the Trade Hub and Ethical Apparel Africa (EAA), has manufactured the country's first AGOA apparel shipment to a U.S. company, Hurley's Religious Goods. Beginning with 15,000 items—6,000 clergy shirts and 9,000 collars—the order will total 35,000 items by the end of 2017.

At the September 2017 launch event for ANC's order under AGOA, which allows the company duty-free export, Ambassador Lucy Tamlyn congratulated Benin and ANC for the achievement, accomplished "alongside a strong commitment to ethical standards."

ANC's groundbreaking AGOA export agreement comes after years of instrumental support from the Trade Hub and EAA, which began their relationship with ANC in 2015. ANC produces woven men's formal and semi-formal shirts, and formal pants. ANC had invested heavily in equipment and space in order to enable the firm to compete globally and manufacture under AGOA for U.S. companies, however technical capacity building and market access support were critical to enabling them to finally make this leap.

Throughout 2015 and 2016, the Trade Hub and EAA provided intensive technical training through the on-ground presence of several expert technicians in production management, machine maintenance, quality control and product development. For example, a digital pattern-making expert from Morocco trained ANC staff on how to use its Gerber digital plotter, purchased in 2013 and gathering dust. With the training, ANC immediately created a pilot order of 850 floral shirts for U.K.-based firm Irvine Shirts. Soon after in 2016, ANC made contact with Hurley's Religious Goods at MAGIC, the world's largest apparel trade show. The Hub sponsored ANC and three other firms to attend. ANC has since attended MAGIC twice more, including recently in February 2017, raising the profile of the region's production ability.

The success of the partnership with the Trade Hub and EAA has allowed ANC to increase its workforce by 28 percent. The manufacturer will employ 100 workers by the end of the year, with plans to expand in 2018.



USAID
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WEST AFRICA

SNAPSHOT

Forging new partnerships to boost agricultural lending

USAID is bridging West Africa's agricultural financing gap, creating partnerships with a West African bank and an impact lender that provided \$20.3 million in loans to West African businesses.



Photo credit: Rebecca Weaver, AM Association

Ms. Mariam Sidibe is one of 100 staff lenders trained over the last year by a Trade Hub senior consultant, who has provided technical assistance to bank staff members in Burkina Faso, Côte d'Ivoire, Mali, and Senegal.

"This training has helped me to understand the risks that surround agricultural products and how to price them into potential loans. After this training, I will be in a much better position to create products that meet the needs of agribusiness and approve loans to businesses in this sector."

Ms. Mariam Sidibe
Communication and Marketing
Manager Specialist, Coris Bank
International S.A.

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October 2017

The Trade Hub and USAID's Development Credit Authority partnered in FY17 with a West African bank and a social impact lender, paving the way for \$20.3 million in loans to West African businesses working in agricultural value chains. In September 2016, the DCA backed and signed a \$24 million guarantee for impact lender Oikocredit International. This five-year partnership allows Oikocredit to extend more loans to small- and medium-sized West African agricultural businesses, cooperatives, and associations by sharing loan risk. The DCA backed a similar agreement with Coris Bank International, headed in Burkina Faso, with branches in Côte d'Ivoire, Mali and Senegal for \$10-16 million in August 2017.

Together, Oikocredit and Coris Bank International fill different market niches across the finance spectrum. In FY17, Oikocredit and Coris Bank approved 23 loans averaging \$1 million and \$700,000 respectively.

The Trade Hub's approach to broadening access to finance, launched in 2015, expands loan opportunities for smaller West African agribusinesses in a banking climate that tends to avoid risk. It is also three-pronged, including DCA loan guarantees, targeted training of bank and lending staff, and the assistance of Trade Hub Financial Advisors to SMEs.

As part of its technical assistance package, the project hired a senior consultant who has provided training and coaching to approximately 100 Coris Bank loan officers and Oikocredit staff and management in four countries: Burkina Faso, Côte d'Ivoire, Mali, and Senegal. The consultant focused on Trade Hub value chains like shea, cashew, and mango—all new sectors for Coris Bank—with an emphasis on better negotiating with agricultural loan applicants while evaluating risk factors.

The Trade Hub's Financial Advisors, part of a 20-person network across the region, assist small and medium-sized exporters and processors to obtain loans and/or equity investments. They also screen potential clients and serve as intermediaries between clients and banks, assisting business plan development and connecting businesses with banks and impact lenders. Financial Advisors have facilitated \$27.1 million in loans and investment since the start of the project.



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WEST AFRICA

CASE STUDY

Joint venture to tap huge mango industry potential

With USAID contacts, South African dried-fruit company signs contract with family supplier in northern Cote d'Ivoire, plans more deals.



Photo credit: Trade Hub

JAB of South Africa will source dried mango from Cote d'Ivoire's LA & Fruit, which just built a new factory to house operations. At the site, LA & Fruit's general director, Mr. Soro Nantouhou, is flanked by Trade Hub mango consultants Mr. Moussa Coulibaly and Mr. Patrick Hanneman.

"We wish more partners like JAB would come to our region to use our existing production."

**Yezoulou Soro,
General Director,
LA & Fruit**

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October 2017

As global buyers and sellers gathered for the first-ever Mango Symposium in northern Cote d'Ivoire, one South African company needed no introduction to the industry's potential there. JAB Dried Fruit—one of the largest manufacturers and distributors of dried fruit, nuts and sweets in South Africa—had already contacted USAID's West Africa Trade and Investment Hub to find suppliers there. At the event in April 2017 its CEO signed its first contract with an Ivorian partner. In 2018, JAB expects to form four more joint ventures with Ivorian factories—an enormous boost for the country's emerging mango industry.

JAB has since installed six new mango dryers—with more scheduled to arrive in early 2018—at LA & Fruit in Korofo. The recently formed company unites three longtime, family-owned mango packhouses to handle expected demand from JAB, and said LA & Fruit's general manager, Mr. Yezoulou Soro. Rather than modify existing infrastructure, LA & Fruit built a new \$160,000 factory, which can be expanded to hold 10 dryers next season. The company will send a team to JAB's South African facility in December 2017 for training on mango drying and equipment maintenance.

Based in Nelspruit, with an office in New York for U.S. distribution, JAB approached the Trade Hub in early 2017 in its search for off-season mango. Its managing director, Corne Barnard, said Cote d'Ivoire's large mango stocks and more advanced packhouse infrastructure fit well with JAB's market connections and attention to quality.

"They've got proper packaging houses, packaging facilities, which have been exporting," Mr. Barnard said.

JAB's five-year plan in Cote d'Ivoire is to process 17,000 tons of fresh mango into 1,000 tons of dried fruit per year, creating jobs for 2,500 workers and 5,000 people elsewhere in the sector, including in orchards.

Cote d'Ivoire grows 180,000 tons of mango each season, exporting 32,000 tons of the fresh fruit to Europe—and losing 60 percent to post-harvest loss and waste. In FY17, the Trade Hub provided technical assistance to more than 21 producers, exporters and processors to improve the quality of the country's exportable mango. It organized the Mango Symposium in partnership with the Inter-professional Agricultural Research and Advisory Fund and the Ivorian Chamber of Commerce, attracting buyers from the U.S., EU, West and South Africa, including JAB.

ANNEX D: AGOA WORKSHOPS AND TRAINING

of Workshops and Participants by country and by Fiscal Year - FY15-FY17

Country	# of Workshops/Participants	FY16	FY17	Total
		Oct 2015-Sept 2016	Oct 2016-Sept 2017	
Benin				
	# of Workshops/Trainings	2	6	8
	# of Participants	113	142	255
Burkina Faso				
	# of Workshops/Trainings	0	7	7
	# of Participants	0	265	265
Cameroun				
	# of Workshops/Trainings	2	3	5
	# of Participants	173	93	266
Cabo Verde				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	88	88
Chad				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	32	32
Cote d'Ivoire				
	# of Workshops/Trainings	1	10	11
	# of Participants	13	255	268
Ghana				
	# of Workshops/Trainings	2	10	12
	# of Participants	76	319	395
Guinea				
	# of Workshops/Trainings	0	2	2
	# of Participants	0	83	83
Guinea Bissau				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	37	37
Liberia				0
	# of Workshops/Trainings	0	2	2
	# of Participants	0	74	74
Mali				
	# of Workshops/Trainings	0	3	3
	# of Participants	0	132	132
Mauritania				0
	# of Workshops/Trainings	1	1	2

	# of Participants	106	58	164
Nigeria				
	# of Workshops/Trainings	1	6	7
	# of Participants	66	332	398
Niger				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	44	44
Senegal				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	49	49
Sierra Leone				
	# of Workshops/Trainings	0	4	4
	# of Participants	0	106	106
Togo				
	# of Workshops/Trainings	0	5	5
	# of Participants	0	248	248
RCA				
	# of Workshops/Trainings	0	1	1
	# of Participants	0	107	107
TOTAL				
	# of Workshops/Trainings	9	65	74
	# of Participants	547	2,464	3,011

AGOA Workshops and Training: # of Workshops/ Participants by Country and Quarter FY15-Fy17

Quarter	Year	FileID	Location	Start Date	End Date	# of Male	# of Female	# of Unavail. Disagg	# Total
1. Benin									
Quarter 1	FY 16	4-16-1-82	Cotonou	11/24/2015	11/24/2015	77	7	0	84
Quarter 4	FY 16	4-16-4-130	Benin	8/28/2016	8/28/2016	28	1		29
Quarter 1	FY 17	4-17-1-143	Cotonou	7/19/2016	7/19/2016	0	0	29	29
Quarter 1	FY 17	4-17-1-143	Cotonou	9/15/2016	9/15/2016	0	0	34	34
Quarter 1	FY 17	4-17-1-143	Porto Novo	9/21/2016	9/21/2016	0	0	28	28
Quarter 1	FY 17	4-17-1-143	Abomey	9/22/2016	9/22/2016	0	0	23	23
Quarter 3	FY 17	4-17-3-182	Cotonou	6/14/2017	6/15/2017	10	3		13
*Q4	FY 17		Cotonou	8/29/2017	8/29/2017	14	1		15
Total						129	12	114	255
2. Burkina Faso									
Quarter 2	FY 17	4-17-2-160	Ouagadougou	1/24/2017	4/24/2017	55	14		69
Quarter 2	FY 17	4-17-2-160	Ouagadougou	1/26/2017	1/26/2017	25	25		50
Quarter 3	FY 17	4-17-3-181	Bobo Dioulasso	4/24/2017	4/24/2017	57	16		73
Q4	FY 17		Ouagadougou	1/27/2017	1/27/2017	14	5		19
Q4	FY 17		Ouagadougou	5/12/2017	5/12/2017	5	8		13
Q4	FY 17		Ouagadougou	2/15/2017	2/16/2017	19	2		21
Q4	FY17		Ouagadougou	9/21/2017	9/22/2017	17	3		20
Total						192	73	0	265
3. Cameroun									
Quarter 1	FY 16	4-16-1-86	Yaounde	12/15/2015	12/15/2015	49	17		66
Quarter 1	FY 16	4-16-1-87	Douala	11/24/2015	11/24/2015	23	20		43
Quarter 4	FY 16	4-16-4-126	Cameroon	6/14/2016	6/14/2016	36	28		64
Quarter 1	FY 17	4-17-1-143	Douala	12/20/2016	12/20/2016	0	2	18	20
Q4	FY 17		Douala	11/30/2016	11/30/2016	18	7		25
Q4	FY 17		Bafoussam	9/15/2016	9/15/2016	30	18		48
Total						156	92	18	266
4. Cabo Verde									
Quarter 1	FY 17	4-17-1-143	Praia	11/16/2016	11/17/2016	0	0	88	88
Total						0	0	88	88
5. Chad									
Quarter 4	FY 17		Niamey	10/12/2016	10/12/2016	28	4		32
Total						28	4		32
6. Cote d'Ivoire									
Quarter 4	FY 16	4-16-4-127	Abidjan	7/12/2016	7/12/2016	12	1		13
Quarter 1	FY 17	4-17-1-143	Abidjan/RCI	7/19/2016	7/19/2016	8	5	9	22

Quarter	Year	FileID	Location	Start Date	End Date	# of Male	# of Female	# of Unavail. Disagg	# Total
Quarter 1	FY 17	4-17-1-143	Abidjan/RCI	7/26/2016	7/26/2016	0	7	9	16
Quarter 1	FY 17	4-17-1-143	Abidjan/RCI	9/8/2016	9/8/2016	4	4	2	10
Quarter 3	FY 17	4-17-3-171	Abidjan	5/5/2017	5/5/2017	24	31	0	55
Quarter 3	FY 17	4-17-3-171	Abidjan/	11/17/2016	11/17/2016	8	25	0	33
Quarter 3	FY 17	4-17-3-171	Abidjan	11/10/2016	11/10/2016	10	13	0	23
Quarter 3	FY 17	4-17-3-171	Abidjan	10/27/2016	10/27/2016	4	6	0	10
Q4	FY 17		Abidjan	12/15/2017	12/15/2017	8	14		22
Q4	FY 17		Abidjan	12/1/2017	12/1/2017	3	23		26
Q4	FY 17		Abidjan	10/18/2016	10/19/2016	22	16		38
Total						103	145	20	268
7. Ghana									
Quarter 1	FY 16	4-16-1-83	Accra	10/27/2015	10/27/2015	22	4		26
Quarter 4	FY 16	4-16-4-125	Ghana	8/12/2016	8/12/2016	40	10		50
Quarter 1	FY 17	4-17-1-143	Ghana/ Accra	9/14/2016	9/14/2016	26	11	1	38
Quarter 1	FY 17	4-17-1-143	Ghana/ Accra	9/28/2016	9/28/2016	18	9	3	30
Quarter 2	FY 17	4-17-2-162	Accra	2/7/2017	2/26/2017	10	4		14
Quarter 3	FY 17	4-17-3-182	Ghana (Accra)	6/22/2017	6/22/2017	10	7		17
Quarter 3	FY 17	4-17-3-181	Ghana	6/22/2017	6/22/2017	10	7		17
Q4	FY 17		Accra	7/12/2017	7/12/2017	8	1		9
Q4	FY 17		Accra	6/23/2017	6/23/2017	36	15		51
Q4	FY 17		Accra	6/7/2017	6/7/2017	44	11		55
Q4	FY 17		Accra	2/1/2017	2/1/2017	39	9		48
Q4	FY 17		Accra	4/25/2017	4/26/2017	7	33		40
Total						270	121	4	395
8. Guinea									
Quarter 2	FY 17	4-17-2-161	Conakry	3/15/2017	3/15/2017	33	31		64
Quarter 2	FY 17	4-17-2-161	Conakry	3/16/2017	3/16/2017	12	7		19
Total						45	38	0	83
9. Guinea Bissau									
Quarter 3	FY 17	4-17-3-181	Bissau	2/15/2017	2/15/2017	28	9		37
Total						28	9	0	37
10. Liberia									0
Quarter 2	FY 17	4-17-2-162	Liberia/Monrovia	1/26/2017	1/26/2017	28	36		64
Q4	FY 17		Monrovia	7/24/2017	7/25/2017	2	8		10
Total						30	44	0	74
11. Mali									
Quarter 2	FY 17	4-17-2-159	Bamako	3/2/2017	3/2/2017	17	3		20
Quarter 3	FY 17	4-17-3-171	Bamako/Mali	3/1/2017	3/1/2017	40	16	0	56
Quarter 3	FY 17	4-17-3-181	Mali (Bamako)	4/3/2017	4/3/2017	46	10		56
Total						103	29	0	132
12. Mauritania									0

Quarter	Year	FileID	Location	Start Date	End Date	# of Male	# of Female	# of Unavail. Disagg	# Total
Quarter 1	FY 16	4-16-1-85	Nouatchok	12/14/2015	12/14/2015	86	20		106
Quarter 3	FY 17	4-17-3-172	Mauritania	5/10/2017	5/10/2017	24	34		58
Total						110	54	0	164
13. Niger									
Quarter 1	FY 17	4-17-1-43	Niamey	11/10/2017	11/10/2017	28	16		44
Total						28	16	0	44
14. Nigeria									
									0
Quarter 1	FY 16	4-16-1-84	Lagos	12/11/2015	12/11/2015	58	8		66
Quarter 1	FY 17	4-17-1-143	Lagos/Nigeria	12/15/2016	12/15/2016	13	9	4	26
Quarter 1	FY 17	4-17-1-143	Lagos/Nigeria	12/16/2016	12/16/2016	22	3	13	38
Quarter 3	FY 17	4-17-3-171	Abia/Nigeria	4/30/2017	4/30/2017	57	5	36	98
Quarter 3	FY 17	4-17-3-171	Aba/Nigeria	4/29/2017	4/29/2017	54	7	38	99
Q4	FY 17		Lagos	8/3/2017	8/4/2017	23	12		35
Quarter 3	FY 17		Lagos			24	12		36
Total						251	56	91	398
15. Senegal									
									0
Quarter 3	FY 17	4-17-3-171	Dakar/Senegal	5/24/2017	5/24/2017	22	27		49
Total						22	27	0	49
16. Sierra Leone									
									0
Quarter 2	FY 17	4-17-2-162	Freetown	1/24/2017	1/24/2017	25	21		46
Q4	FY 17		Freetown	7/10/2017	7/10/2017	33	11		44
Q4	FY17		Freetown	7/12/2017	7/12/2017	8	1		9
Q4	FY17		Freetown	9/27/2017	9/27/2017	7	0		7
Total						73	33	0	106
17. Togo									
Quarter 1	FY 17	4-17-1-143	Togo/Lome	12/1/2016	12/1/2016	76	21	0	97
Q4	FY 17		Togo/Lome	4/19/2017	4/19/2017	32	10		42
Q4	FY 17		Togo/Lome	4/21/2017	4/21/2017	27	14		41
Q4	FY 17		Togo/Lome	8/8/2017	8/10/2017	0	60		60
Q4	FY 17		Togo/Lome	8/8/2017	8/10/2017	8	0		8
Total						143	105	0	252
18. Republic of Central Africa RCA									
									0
Q4	FY 17		Bangui	7/11/2017	7/12/2017	45	17		62
Total						45	17	0	62
TOTAL FY16-FY17						1,738	860	335	3,011
FY16									547
FY17									2,464

AGOA Workshops FY17

Workshop	City/Country	Date
AGOA Technical Workshop: Costing, Pricing, Productivity, & Finance	Accra, Ghana	October 12, 2016
AGOA Roundtable: Export Opportunities for Chadian Enterprises	N'Djamena, Chad	October 12, 2016
AGOA National Strategy workshops: Apparel	Abidjan, Côte d'Ivoire	October 18-19, 2016
Experience and lessons learned at the September 24-28 AfrICANDO Food and Beverages Expo	Abidjan, Côte d'Ivoire	October 27, 2016
Workshop on AGOA Quality, Standards, Packaging and Labelling Requirements	Accra, Ghana	October 28, 2016
AGOA Training Session on International Standards in Food Packaging	Abidjan, Côte d'Ivoire	November 10, 2016
AGOA Roundtable	Niamey, Niger	November 10, 2016
Workshop on AGOA Benefits and Eligibility, Certificate of Origin and Non-Textiles Rules	Accra, Ghana	November 11, 2016
AGOA Awareness Workshop	Praia, Cabo Verde	November 16, 2016
U.S. Food and Drug Administration (FDA) requirements	Abidjan, Côte d'Ivoire	November 17, 2016
Second AGOA National Strategy Workshop	Abidjan, Côte d'Ivoire	November 23-24, 2016
AGOA Workshop on Costing and Pricing	Abidjan, Côte d'Ivoire	November 23, 2016
Export Promotion, AGOA Awareness with Focus on Mango	Accra, Ghana	November 23, 2016
AGOA Technical Workshop: Costing, Pricing, Productivity, & Finance	Accra, Ghana	November 25, 2016
Séminaire de formation sur l'AGOA et attraction des Investissements directs étrangers	Douala, Cameroun	November 30, 2016
AGOA Awareness Workshop for AWEF Togo Chapter & AGOA	Lomé, Togo	December 1-3, 2016

Forum Preparation Meeting with Advance Team		
AGOA Workshop on Accounting Principles and Business Plan Development (Theory)	Abidjan, Côte d'Ivoire	December 1, 2016
AGOA Workshop on Accounting Principles and Business Plan Development (Practical)	Abidjan, Côte d'Ivoire	December 15, 2016
AGOA Training Session for Nigerian Customs, Export Promotion and Bank Officials	Lagos, Nigeria	December 15-16, 2016
AGOA Workshop	Douala, Cameroun	December 20, 2016
AGOA Promotion and Training on Standards and Quality	Freetown, Sierra Leone	January 24, 2017
AGOA and Export Opportunities to the U.S. Market for Burkina Enterprises	Bobo Dioulasso, Burkina Faso	January 24, 2017
AGOA Promotion and Training on Standards and Quality	Monrovia, Liberia	January 25, 2017
AGOA and Export Opportunities to the U.S. Market for Burkina Enterprises	Ouagadougou, Burkina Faso	January 26, 2017
AGOA Customs and Regulations Training	Accra, Ghana (with other participants from Sierra Leone and Nigeria)	February 1, 2017
AGOA Export Documentation Training for Custom Officers	Accra, Ghana	February 7, 2017
AGOA Promotion Workshop	Bissau, Guinea Bissau	February 15-16, 2017
AGOA Promotion Workshop	Bamako, Mali	March 1-2, 2017
AGOA Awareness Workshop	Conakry, Guinea	March 15-16, 2017
AGOA Session at Global Shea Alliance Annual Conference	Cotonou, Benin	March 15, 2017
AGOA Technical Workshop on Finance and Investment	Accra, Ghana	March 24, 2017
AGOA Export Promotion	Lagos, Nigeria	March 29-30
Nigerian American Chamber of Commerce (NACC) AGOA Non-Oil Training Workshop	Lagos, Nigeria	April 4, 2017
Public Sector' Training workshop on AGOA	Lomé, Togo	April 19, 2017
Togolese Journalists' Training on	Lomé, Togo	April 19, 2017

AGOA		
Maximizing trade show participation	Accra, Ghana	April 24, 2017
Packaging workshop for women entrepreneurs	Accra, Ghana	April 25-26, 2017
AGOA outreach workshop	Accra, Ghana	April 28, 2017
Technical Assistance to agro processing companies on food technology and packaging for export	Abidjan, Côte d'Ivoire	May 5, 2017
AGOA promotion workshop for exporters	Nouakchott, Mauritania	May 10, 2017
Packaging and labeling workshop for entrepreneurs	Ouagadougou, Burkina Faso	May 12, 2017
Customs documentation training for customs officers	Lagos, Nigeria	May 24, 2017
Export opportunities for Senegalese companies under AGOA	Dakar, Senegal	May 24, 2017
Packaging and labeling requirements for exporting to the U.S.	Accra, Ghana	June 7, 2017
Training on the utilization of the AGOA visa system	Cotonou, Benin	June 14-15, 2017
AGOA workshop on U.S. customs law	Accra, Ghana	June 20, 2017
Classification and export documentation in textile and apparel	Accra, Ghana	June 22, 2017
AGOA session during training for Togolese journalists on processing economic information	Lomé, Togo	June 22, 2017
Agribusiness exports workshop	Accra, Ghana	June 23, 2017
AGOA session U.S.-Togo Business Forum	Lomé, Togo	June 28, 2017
AGOA Training at Embassy-sponsored July 4 Event	Lomé, Togo	July 4, 2017
AGOA Training	Freetown, Sierra Leone	July 9-14, 2017
AGOA Awareness Workshop	Bangui, Central African Republic	July 9-14, 2017
Capacity building workshop for ATRC Coordinators	Accra, Ghana	July 24-25, 2017

Workshop on AGOA standard operating procedures for customs officers	Lagos, Nigeria	August 3-4, 2017
AGOA Forum	Lomé, Togo	August 8-10
Training on AGOA general procedures and textile visa issuance for customs officers	Lomé, Togo	August 10
Workshop on AGOA standard operating procedures	Cotonou, Benin	August 29
AGOA Documentation Training for Nigerian Customs Officers	Lagos, Nigeria	September 13
AGOA Standard Operating Procedures Training	Ouagadougou, Burkina Faso	September 21-22

ANNEX E: SIGNIFICANT MEETINGS AND TRIP REPORTS

AGOA

- Presenting at the AGOA workshop in Chad and Identifying opportunities to work with Chad on the expansion of exports under AGOA for non-petroleum products. (, Chad) October 8 – 13, 2016.
- Working Lunch with Togo Ambassador; Meeting with WAGN to discuss Access to Finance, ATRC to identify export ready and investment ready companies that could be included in our component portfolio and potential companies, following their initial interest in Trade Hub support.(Togo) November 1 – 4, 2016.
- Workshop to promote AGOA in cooperation with TradeInvest, Chamber of Commerce, and US Embassy, Conducting two training sessions on customs documentations and standards and meeting with TradeInvest to discuss future cooperation and potential companies (Cabo Verdi) November 15 – 18, 2016.
- Conducted an AGOA roundtable in Niger, informing key private sector players on the benefits offered by AGOA and ETLs to boost exports; Met with key players of the Ministry of Trade and AGOA National Committee in Mali to discuss opportunities of collaboration in the promotion of AGOA and with CCI-BF to discuss the implementation of the Burkina ATRC grant. (Niger; Mali & Burkina Faso) November 7 – 19, 2016.
- AGOA Promotion and Training (Nigeria) December 14-17, 2016
- AGOA activities in Sierra Leone and Liberia. Workshops and meetings with stakeholders (Freetown and Monrovia) January 22 – 28, 2017.
- AGOA Awareness workshops: conducted two AGOA training and sensitization workshops in Bobo-Dioulasso on January 24th and Ouagadougou on January 26th. (Burkina Faso) January 22 – 31, 2017
- 2nd AGOA Outreach/Customs and Documentation under AGOA (Accra) February 01, 2017
- Training and consultative workshop on AGOA (Guinea Bissau) February 15 – 16, 2017
- Live-Streaming Event with Customs Expert Jan Forest on AGOA and Customs (Ghana) February 17, 2017
- AGOA Training (Ghana) March 1, 2017
- AGOA Training and awareness workshops (Mali) March 1 – 2, 2017
- AGOA promotion workshop and training sessions with the AGOA/Trade Resource Center (ATRC), the Export Promotion Agency (AGUIPEX) and Customs (Guinee, Conakry) March 15 - 16, 2017.
- AGOA Presentation and participating in panel discussions during the Global Shea Alliance Conference (Benin) March 14 – 17, 2017
- Workshop on docs required & standards/quality requirements to export to the US market (Mauritania) Mar. 5 – 10, 2017
- STTA - Support to Program in Nigeria, April to June 2017
- AGOA Activities in Mauritania, May 8-12
- Technical Training Workshop on Packaging and Labelling, May 1-6, 2017
- U.S. Customs and Trade Support to West African Exporters (Nigeria), May 20-28
- U.S. Customs and Trade Support to West African Exporters (Ghana), June 11-27
- Training on the Utilization of the AGOA Visa System in Benin, June 13-20

- Presentation on AGOA and follow-up on AGOA Visa application with the Togolese Ministry of Commerce, June 21-23
- AGOA Activities in Sierra Leone, July 9-14
- AGOA Awareness Workshop (Central African Republic), July 9-14
- AGOA Standard Operating Procedures Training (Benin) August 27-31
- AGOA Activities in Nigeria, September 11-16
- Customs Training and Support (Burkina Faso) September 20-22, 2017
- Customs Training and Support (Sierra Leone) September 26-30, 2017

Finance and Investment

- SME Financing and Franchise Conference in Abuja, follow up on activities of financial advisors and ongoing transactions, contributing to information dissemination on AGOA and on the opportunities to collaborate on the AGOA related activities in Nigeria. (Nigeria) October 3 – 15, 2016.
- Follow up on on-going Rice Program with Financière Africaine in Senegal, visited potential Task Order companies in the rice and mango sectors and met with potential investors in the SODEPAL deal. (Dakar, Senegal) October 30 – November 6, 2016.
- Follow up on ongoing Finance and Investment work in Burkina Faso: SSG direct transactions and Task Order due diligence & Gender work. Attended Competitive African Rice Initiative (CARI), Stakeholder meeting. (Burkina Faso.) November 7 - 19, 2016.
- Launching ceremony of Financière Africaine BDS program, in collaboration with USAID project Naatal Mbaye and USAID Senegal. Met with SAED, the government agency in the rice Valley and visited of Financière Africaine new office in Saint-Louis. (Senegal) November 6 – 11, 2016.
- Monitoring and Evaluating ACTIVE task orders to access possibility of success; Follow up on companies identified during Kumasi B2B who have their FAs contract terminated to support; Met with some financial Institutions to follow up on their TO applications submitted to them & coached Administrative Assistant on company due diligence process. (Ashanti & Brong Ahafo Regions, Ghana) November 20 – 26, 2016.
- Review prospects of ongoing task orders and conduct initial due diligence on new task order applications under consideration by the component. (Abuja, Nigeria) January 16 – 28, 2017.
- Coris Bank Training (RCI) January 27 – 28, 2017
- CORIS Bank and Oikocredit Training on Agricultural Lending, also 1 day of similar training for USAID partners (separately) (Mali) February 17 – 18, 2017
- Sharing of best practices on financial sustainability with FIKA-CI (Côte d'Ivoire) February 17 – 22, 2017
- Meeting NEXIM bank to discuss Bimbus Ventures loan application, Meeting with USAID to debrief on ongoing finance and investment activities in (Nigeria) March 2, 2017
- AGOA Training, Apparel Follow-up After MAGIC (Nigeria) March 6 – 10, 2017
- Trade Hub Value Chains Risk Analysis Training (Senegal) Mar. 17 – 18, 2017
- Finance and Investment Training (Ghana) March 24, 2017
- NEXXT Commodity Financing Workshop (Nigeria) March 30 – 31, 2017
- Coris Bank Training and Coaching (Senegal) April 21 – 22, 2017
- AGOA Training for members of NACC, April 4, 2017
- AGOA Training on Export Financing for members of GCCI, April 28, 2017
- Panelist for NACC African Food and Products Exhibition, May 26-27, 2017
- Follow up on Access to Finance activities (Burkina Faso), April 18 – 28, 2017
- Follow up on Access to Finance activities and participate in an AGOA event (Nigeria) March 27 – April 8, 2017

- Follow up on Access to Finance activities and participate in an NACC AGOA event and NEXTT event on commodity financing (Nigeria) May 24 – 30, 2017
- Cashew Financial Cluster Prefeasibility mission (Côte d'Ivoire) June 8 - 16, 2017

Trade and Transport Enabling Environment

- Explained to the Directorate of Customs (Direction Générale des Douanes, DGD) the unlawfulness of the COO requirement for unprocessed agricultural goods traded among ECOWAS member states and trained members of African Women's Entrepreneurship Program/Guinea (AWEP) on good practices for exporting agricultural unprocessed and processed goods. (Guinea) November 7 -14, 2016.
- Explained to the Directorate of Customs (Direction Générale des Douanes, DGD) the unlawfulness of COO requirement for unprocessed agricultural goods traded among ECOWAS member states and trained members of Federation des Unions de Producteurs (FUPRO) on good practices for exporting agricultural unprocessed and processed goods. (Benin) November 21 – 26, 2016
- Attended the Sub-Sahara Africa Transport Program (SSATP)/Regional Economic Communities - Transport Coordinating Committee (REC-TTC) (Côte d'Ivoire) November 21-25,
- Participation in the presentation of an Inception Report on the study on Strategy and Action plan for Regional Corridor Management and Development. (Nigeria) December 1-3.
- Met with DGDDI (Directeur General des Douanes et Droits Indirects), representatives of ministries in charge of finance, transport, and interior, and the chief of the Agence des Transports Terrestres et Maritimes on Certificate of Origin & phenomenon Klebe and trained female traders on required documents for trading agricultural goods across borders. (Benin) Dec. 12 - 20
- Enumerator Training for COO Survey (Benin) February 16 – 18, 2017
- Survey on benefits of eliminating requirement of certificate of origin (Burkina Faso) March 1 – 3, 2017
- Survey on benefits of eliminating requirement of Certificate of origin (Mali) March 4 – 6, 2017
- Training for National Trade Facilitation Committees (Côte d'Ivoire) March 6 – 10, 2017
- Survey on benefits of eliminating requirement of Certificate of origin (Guinea) March 7 – 11, 2017
- Certificate of Origin Survey (Guinea Bissau) March 11 – 14, 2017
- Training - National Trade Facilitation Committees (Senegal) March 13 – 17, 2017
- Survey on benefits of eliminating requirement of Certificate of origin (Senegal) March 12 – 16, 2017
- Survey on benefits of eliminating requirement of Certificate of origin (Gambia) March 14 – 16, 2017
- Survey on Challenges in the Implementation of the Certificate of Origin, April 8-12
- Consultative Meeting on ETLs Scorecard and Follow-up Meeting with SCNFE, (Senegal) April 19-22
- 6th Annual Borderless Alliance Conference, (Burkina Faso) May 10-12
- Capacity Building Workshop for the National Trade Facilitation Committee (NTFC) (Côte d'Ivoire), June 11-18
- Mission to discuss certificate of origin with government and AGUISSA, June 12-15
- Capacity Building Workshop for the Sous Comité National Trade sur la Facilitation des Echanges (SCNFE) (Senegal) June 18-24
- Trip to obtain notes de service stopping COO requirement in Mali and Guinea, July 25-August 6

- Capacity Building Workshop for the National Trade Facilitation Committee (NTFC) (Côte d'Ivoire) August 8-10
- Trip to elaborate advocacy strategies for stopping COO requirement in The Gambia and Guinea Bissau, August 16-26
- Capacity Building Workshop for the Sous Comité National Trade sur la Facilitation des Echanges (SCNFE) (Senegal) September 19-22
- Corridor Management Study Validation Workshop (Ghana) September

Value Chains

Apparel

- West Africa Textile & Apparel Social Compliance Mission and Facility Visits. (Ghana) October 10 – 14, 2016.
- Regional assessment of textile industry Guy Carpenter (Côte d'Ivoire, Burkina Faso, Nigeria Ghana and Benin) November 2016.
- Technical assistance for lead firms in Nigeria Ben Coes. (Nigeria) December 2016.
- MAGIC 2017 Preparatory workshop (Accra) January 17, 2017
- MAGIC 2017 Sourcing Trade Show (U.S.) February 20 – 23, 2017
- Hurley's Religious Goods visit ANC (Benin) March 2 – 4, 2017
- Efforts to increase apparel investment, operations and exports under the AGOA initiative in Nigeria March 26-April 8
- Apparel Training Workshop Preparations (Nigeria) May 21-27
- Apparel Workshop and factory visits (Nigeria) July 2-15
- Pre-MAGIC Workshop (Nigeria)
- Sourcing at MAGIC Show (U.S.) 13-16 August 2017
- STTA Follow-up with MAGIC Participating Companies (Nigeria), Sept. 15 – 30, 2017

Mango

- Handing over of IT equipment and office furniture to APROMA-B. (Burkina Faso) November 17, 2016.
- Lead firm analysis and link to US buyers – Pat Hanneman (Côte d'Ivoire and Senegal) October – November 2016
- Lead firm analysis and link to US buyers – Michiel Arnoldus (Burkina Faso) November 2016
- Lead firm analysis and link to US buyers – Julian Velez (Ghana and Togo) December 2016
- Meeting with BIO SCOPE and SOLUQUA Conseil to discuss an approach that meets the agreed upon standard by the GG and Organic Secretariats in Europe (Senegal) March 13 – 16, 2017
- Grant presentation to Sanle Sechage at Banfora (30KVA generator and 1,500 plastic crates) and Finalize review of proposal submitted for FY17 activities (Burkina Faso) March 16 – 21, 2017
- Workshop for Ivorian mango actors in preparation for B2B event (Côte d'Ivoire) March 16, 2017
- Monitoring of FY17 GlobalG.A.P. Certification trainings in Ghana May 22-24
- Market Assessment and US Buyer Identification Study in Togo April 17-21
- Cluster Development Workshop in Burkina Faso April 22-27
- Ghana Mango Week, July 27-29, 2017
- Basic First Aid Training for Mango Producers (Ghana), August 8-18, 2017
- Follow up visits to companies on how to access U.S. market – Julian Velez (Ghana and Togo) September 2017

- Follow up visits to companies on how to access U.S. market – Pat Hanneman (Côte d'Ivoire and Senegal) September 2017

Cereals

- Sourcing systems of cereals industrial processors. (Senegal, Mali, Côte d'Ivoire and Benin) October – November 2016.
- Sub-Regional cereals exchange and technical exchange meeting with the USAID/Mali Feed the Future livestock project (Mali) March 8 – 9
- TOT Workshop on Aflatoxin Control, (Benin) June 21-23
- Sub-regional Cereals Exchange for Côte d'Ivoire, Ghana, Benin and Togo, (Togo) July 23 – 24, 2017
- Cascade Trainings to Promote the Use of Written Contracts in Cereal Value Chain, (Ghana) August 2017
- Cascade Trainings to Promote the Use of Written Contracts in Cereal Value Chain, (Togo) September 2017
- Cascade Trainings to Promote the Use of Written Contracts in Cereal Value Chain, (Burkina Faso) September 2017

Livestock

- Mali/BF Fattener network leads visit (Exchange experiences between the Burkina / Mali Livestock Networks and the Niger Livestock Network) (Niger) November 26 – 30, 2016
- Ghana trade mission to Burkina Faso for small ruminants linkages (Burkina Faso) December 2016.
- Technical assistance for FY 17 mango season – Patrick Nugawela (Burkina Faso, Côte d'Ivoire, Ghana) December 2016
- Mali - Togo Livestock Federation Experience Exchange Workshop (Lomé) January 30 – 31, 2017
- COFENABVI OCA Follow-on Training in Sustainability and Membership Services (Burkina) February 15 – 16, 2017
- Facilitation mission in Abidjan and Niger for the preparation of upcoming B2B with Animal Fatteners Network in Bamako (Côte d'Ivoire) March 12 – 16, 2017
- Facilitation mission in Abidjan and Niger for the preparation of upcoming B2B workshop (Bamako) March 16 – 19, 2017
- Replacement B2B in Burkina only (Burkina) March 27 – 28, 2017
- Workshop on Sanitary and Zoo-Sanitary Standards, (Côte d'Ivoire), April 25-27, 2017.

Cashew

- Workshop to Validate Action Plan to Improve Service Delivery and Increase Subscribers to ACA MIS Platform (Burkina Faso) August 1- 4, 2017

Capacity Building and Training

- Reviewed presentation by consultants, coordinated workshop, debriefed RESIMAO on OCA outcomes and paid courtesy visit to COFENABVI-AO. (Burkina Faso) October 6, 2016.
- Discussed OCA results and recommendations, Identified capacity building needs related to the project and proposed capacity building activities, BA's membership drive initiative and Cost Sharing principle. (Ghana) October 21, 2016.

- Reviewed and discussed OCAT findings and key recommendations with the partner organization ACA to identify key areas of trainings for technical assistance on sustainability and the next steps for the technical assistance. (Ghana) November 2, 2016.
- Discussed OCA results and recommendations with WAGN. Identified capacity building needs related to the project and discussed the Cost Sharing principle. (Burkina Faso) November 2, 2016.
- Reviewed and discussed OCAT findings and key recommendations with the partner organization FIKA-CI to identify key areas of trainings for technical assistance on sustainability and the next steps for the technical assistance. (Côte d'Ivoire) November 4, 2016.
- Reviewed and discussed OCAT findings and key recommendations with the partner organization COFENABVI to identify key areas of trainings for technical assistance on sustainability and the next steps for the technical assistance. (Burkina Faso) November 17, 2016.
- Discussed OCA results and recommendations, Identified capacity building needs of the project, discussed RESIMAO-Donor Round Table and the grant extension and the Cost Sharing principle. (Niger) November 4, 2016.
- Review of Associations (WAGN; COFENABVI; FIKACI; Borderless Alliance) to Highlight Financial Sustainability Best Practices by Kanava International, December 2016
- Share the results of the desktop study research on best practices and opportunities for sustainability and membership services enhancement, discuss and develop draft agendas for the partner-specific capacity building trainings scheduled for March 2017 (Burkina Faso) February 14 – 18, 2017
- Borderless OCA Training (Ghana) February 14 – 16, 2017
- West Africa Grains Network (WAGN/ROAC) OCA follow-on Training (Togo) February 23 – 25, 2017
- Share the results of the desktop study research on best practices and opportunities for sustainability and membership services enhancement, discuss and develop draft agendas for the partner-specific capacity building trainings scheduled for March 2017 (Côte d'Ivoire) February 19 -22, 2017
- RESIMAO OCA Follow-On Organizational Development and Sustainability Coaching (Niger) February 20 – 21, 2017
- Official Launching of AWEF Togo Chapter (Togo) March 3, 2017
- Follow up activities with a number of women's business associations to discuss the impact of the Hub's gender program (Cotonou, Benin) March 12 – 15, 2017
- Training AWEF Burkina, Benin, Ghana and Togo on Packaging and Labeling Solutions, Ghana, April 25& 26, 2017
- Training Workshop for MIS Representatives on the Usage of RESIMAO's Platform, Senegal April 29-30, 2017
- Training of Trainers Workshop to Enhance the Capacity of WAGN Members on Advocacy Techniques, Togo, May 22-24, 2017
- Training Borderless Alliance (BA) on Project Management and Development of Proposals, Ghana, May 29-31, 2017
- Training West Africa Grains Network (WAGN) on Project Management and Development of Proposals, Togo, June 1-3, 2017
- Training RESIMAO on Project Management and Development of Proposals, Niger, June 5-7, 2017
- Training COFENABVI on Project Management and Development of Proposals, Côte d'Ivoire, May 28-30, 2017
- STTA on Packaging and Food Technology, Burkina Faso, June 17-13, 2017
- STTA on Packaging and Food Technology, Burkina Faso, June 7-11, 2017

- Quality shea butter processing Training (Burkina Faso) July 5-7
- Training and CSO AWEF Session of AGOA Forum (Togo) August 8 – 11

M&E

- M&E Data collection on Cereals for FY 17 Q1; Assessment of back up supporting documents of key data partners in preparation for Data Quality Assessment and finding ways of firming up relationship between data collection point of key partners and Trade Hub M&E team to strengthen data collection process
- M&E Data collection and standardization of M&E systems (Senegal) March 11 – 19, 2017
- AGOA Data Collection, Methodology Standardization (Côte d'Ivoire) March 13 – 21, 2017
- M&E Data collection and standardization of M&E systems (Niger) March 20 – 21, 2017
- M&E Data collection and standardization of M&E systems (Burkina) March 22 – 15, 2017
- Data collection FY17 Q3 (Côte d'Ivoire), June 12-28

Crosscutting

- Met with stakeholders and counterparts in Nigeria to understand and dialogue about the Trade Hub's collaboration with their organization, and to determine future collaboration and support going forward. (Nigeria) November 6 -11, 2016.
- Participated in USAID RISE and USAID/West Africa Partners' Collaboration and Coordination Workshop and Identified areas of collaboration between the USAID funded projects in order to strengthen partnership and create synergy for more impacts. (Burkina Faso) November 16 –17, 2016.

ANNEX F: DOCUMENTS AND PRESENTATIONS

Global Exports

- African Growth and Opportunity Act (AGOA) – General
- Customs and Export Documentation to Take Advantage of AGOA
- How to Export to the U.S.
- Quality, Standards, Packaging and Labelling
- Préparation et documentation à l'Exportation dans le cadre de l'AGOA
- Préparation à l'export: Exigences de qualité, Emballage, Etiquetage, FDA
- Une opportunité pour accroître les exportations
- Understanding AGOA Documentation and Entry Procedures
- AGOA: Garment Export Opportunities
- Maximizing AGOA Utilization in Nigeria
- AGOA et GSP: Avantages et procédures Regional Commodities
- Préparation à l'export: Exigences sanitaire, FDA, Emballage, Etiquetage
- AGOA et GSP: Règles d'origine, Avantages et procédures
- AGOA et GSP: Règles d'Origine
- Procédures concernant le Visa Textile AGOA
- U.S. Customs and AGOA
- Packaging to Protect, Preserve & Transport West African Food Products
- Packaging to Market West African Food Products Locally and Beyond
- US Labeling Regulations
- Classification and Export Documentation – Apparel and Wearing Textile
- Basics of Customs Classification
- Niveau du Commerce avec les Etats-Unis sous AGOA
- Documentation à l'export et Visa textile AGOA
- AGOA et GSP: Aperçu, Avantages et règles d'origine
- STTA US Customs Support for selected companies and national customs authorities (Ghana, Benin, Togo and Nigeria).
- AGOA ABC's document (English, French, and Portuguese).
- AGOA Standard Operating Procedures to Export to the U.S. (English, French, Portuguese).
- STTA Report on Packaging and Food Technologies Solutions (Ghana, Côte d'Ivoire, Togo and Burkina Faso).

Finance and Investment

- Aperçu de l'accès aux finances et à l'investissement
- La contribution du projet Trade Hub dans le financement des chaînes de valeur agricoles
- Pitching and Packaging an Investment
- Shea Financing and Technical support of Trade Hub
- West Africa Trade Hub – Attracting US Investment in Africa
- West Africa Trade Hub – Investment Climate and Opportunity
- West Africa Trade Hub- Access to Finance for Exports

- West Africa Trade Hub- Export Financing: -Risk
- West Africa Trade Hub-Export Financing-: Contracts and Payments
- Understanding the Finances of Your Business
- Keeping Business Records and Calculating Costs
- Managing Your Cash Flow
- Business Plans
- How to Qualify For a Bank Loan
- Women Owned Businesses: An Untapped Opportunity
- Export Financing Considerations
- Financing your Export - Contracting & Risks

Trade and Transport Enabling Environment

Publication

- Time and Cost to Trade Indicators 2016. December 2016.
- Impact of Administrative Barriers on Time and Cost to Trade in West Africa
- Professionnalisation du Commerce intra régional des Produits de l'Agriculture, de l'Elevage, et de la Pêche au Bénin

Presentations

- La Planification et l'Evaluation au cœur des activités du CNFE
- Rapports et Données sur la FE
- Suivi et Evaluation des réformes de la Facilitation du Commerce
- Plan de formation pour le CNFE de la Côte d'Ivoire
- Plan de Communication pour le CNFE de la Côte d'Ivoire
- Comment assurer la durabilité du CNFE de la Côte d'Ivoire?
- Plan de formation pour le SCNFE du Sénégal
- Plan de Communication pour le SCNFE du Sénégal
- Comment assurer la durabilité du SCNFE du Sénégal?
- Institutional models for corridor management
- Meeting objectives with corridor management institutions
- Promoting economic activities along corridors
- Strategy for corridor infrastructure
- Action plan and viability of corridor projects
- Scoping Mission on ETLS Scorecard
- ETLS Scorecard Proposal

Capacity Building

- Practices of Well-Managed Organizations
- Project Management Training for Borderless Alliance
- Project Management Training for WAGN
- Project Management Training for RESIMAO
- Project Management Training for COFENABVI
- Fair Trade to Promote AGOA Exports for SMEs
- Skills Development Training Seminar, Packaging: The Marketing Aspect
- Best Practices in Contracting for Cereal Trade
- Aflatoxin in Cereal Trade in West Africa

Monitoring and Evaluation

- Monitoring and Evaluation presentation on MSTAS DQA

Communications

- Your reputation = Your brand: How to turn a great first impression into a lasting brand image
- Optimiser les outils de communication pour WAGN / ROAC
- Optimiser les outils de communication pour COFENABVI

Mango

Publications

- Fruit Company Assessments—Burkina Faso
- Company Assessments—Ghana and Togo
- Increasing Processed Mango Exports from West Africa to the United States: Company Assessments—Côte d'Ivoire and Senegal
- Attending International Trade Shows To Gain Maximum Commercial Benefits
- Informations et données de base pour la promotion d'un cluster autour de la filière mangue dans la Région des Hauts-Bassins au Burkina Faso
- Developing Markets for Mangoes
- Comment accéder au marché American? Focus sur Food Safety Modernization Act (FSMA)
- Comment gérer les transactions commerciales sur le marché américain
- Managing Transactions in the U.S. Market

Apparel

Publications

- Assessment of Companies in the West African Textile Sector
- West Africa Trade and Investment Hub: Program for Expanding Apparel Exports, Technical Assistance Performed December 2016
- STTA for Nigeria Apparel Workshop and Selected Factory Visits.
- STTA for Nigerian Companies to Prepare Samples for MAGIC Show.
- STTA for Nigerian Companies that Attended MAGIC (Post-Show Technical Support)

Presentations

- AGOA – Opportunities and Development of the Garment Industry
- Trade Hub Work in Apparel
- Apparel Terminology and Description
- Manufacturing and Social and Environmental Compliance
- Export Readiness Check
- Trade Show Participation

Cashew

- STTA Report on Improving ACA Member Services for the Cashew Sector.

- STTA Report on Research and Develop Action Plan to Improve MIS Service Delivery to ACA Members in the Cashew Sector.

General

- West Africa Trade and Investment Hub: Heading into New Territory (Presentation prepared for USAID and presented on January 9, 2017 in Washington, D.C.)
- West Africa Trade and Investment Hub: Building U.S. and Regional Trade Linkages (Presentation prepared for Deputy Trade Africa Coordinator on February 8, 2017 in Accra)
- Presentation at Trade Hubs and USAID meetings
- Presentation made at the Market Systems Global Learning and Evidence Exchange (GLEE) meetings
- Building Sustainable Regional Private Sector Organizations

Regional Commodities

Publications

- Establishment of Commercial Relationships between Agro-industries and Cereal Wholesalers in West Africa
- STTA Report for Lomé Exchange
- STTA Report for Cereals Agro-Industrial Forum
- STTA Report for Livestock SPS Workshop #2 To Harmonize Veterinary Certificates

Presentations

- Definition et les consequences de contamination des aflatoxins
- Introduction Produits, Zone de prévalence, Facteurs favorisants
- Notion de pédagogie pour les formations en cascade

ANNEX G: TRADE HUB FINANCIAL ADVISORS

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ANNEX H: HUB EVENTS (EXCLUDING AGOA) SUPPORTED BY THE COMMUNICATIONS TEAM

Event	Date	Country	Value chain
Nigerian American Chamber of Commerce Conference on SME Financing and Franchising	October 5-7	Nigeria	Finance and Investment
WRAP Certification Workshop	October 13	Ghana	Apparel
AfDB event: Promoting Intro-African Investments and Access to Regional and International Markets and Investments Hub focus: Capacity building of micro, small and medium enterprises	October 31 – November 4	Côte d'Ivoire	Finance and Investment
Oikocredit-DCA Launch	November 16	Côte d'Ivoire	Finance and Investment
SIETTA 2016	November 17-19	Côte d'Ivoire	Finance and Investment
RCI ATRC handover ceremony	November 18	Côte d'Ivoire	AGOA
COPROFEL award	November 24	Senegal	Mango
Mali/BF Fattener network lead visit to Niger	November 28 - 30	Niger	Livestock
CDI Gender Strategy Launch	November 28- December 4	Côte d'Ivoire	Finance and Investment
Presentation of Inception Report- Strategy & Action plan for Regional Corridor Management & Development	November 01 - 03	Abuja	TTEE
Trade Hub Value Chains Credit Risks Analyses Training	December 3-5	Burkina Faso	Finance and Investment
Technical Support to Nigerian Factories participating in MAGIC & initiate CB workshop	December 4-16	Lagos	Apparel
Prospection Trip for GHAFILIP	Dec. 12 - 17	Burkina Faso	CB
Training of female traders on req. docs. for trading agricultural products, goods across borders/Advocacy for the removal of COO request for food crops	Dec. 12 - 17	Benin	TTEE
Training for apparel firms participating in MAGIC 2017	January 17	Ghana	Apparel
Trade Hub Value Chains Credit Risks Analyses Training	January 27-28	Côte d'Ivoire	Finance and Investment
Mali -Togo Livestock Federation Experience Exchange Workshop	January 30-31	Togo	Livestock/Capacity Building
Field trips of visiting USAID's Deputy Trade Africa Coordinator	February 8-9	Ghana	Apparel, Mango
Trade Hub Value Chains Credit Risks Analyses Training	February 17-18	Mali	Finance and Investment
Enumerator Training and Survey on	February 27 –	Sénégal, Benin,	TTEE

Benefits of Eliminating Requirement of Certificate of origin	March 16	Togo, Guinea, Burkina Faso, Mali,	
Sourcing at Magic Show 2017	February 20-23	U.S.	Apparel
Training for National Trade Facilitation Committees	March 6-10	Côte d'Ivoire	TTEE
Training for National Trade Facilitation Committees	March 6-10	Côte d'Ivoire	TTEE
Sub-Regional Cereals Exchange	March 8-9	Mali	Cereal
Training for National Trade Facilitation Committees	March 13-17	Senegal	TTEE
Shea Conference 2017	March 13-15	Benin	Capacity Building/Shea
Training for Ivorian Mango Actors	March 16	Côte d'Ivoire	Mango
Sikasso Roadshow	March 23-24	Mali	TTEE
Mango Symposium	April 6-7	Côte d'Ivoire	Mango
Trade Hub Value Chains Risk Analysis Training	April 21-22	Senegal	Finance and Investment
Workshop on Participation in Trade Shows	April 24	Ghana	Mango
Mango Cluster Training	April 24-25	Burkina Faso	Mango
Workshop on Sanitary and Zoo-Sanitary Standards (SPS)	April 25-27	Côte d'Ivoire	Livestock
Packaging and Labeling Workshop	April 25-27	Ghana	Capacity Building
Contracting Best Practices – Cascade Trainings	April 26-June 29	Ghana	Cereals
The Borderless Alliance Conference	May 10-12	Burkina Faso	Capacity Building
Packaging and Food Technology Training	May 12	Burkina Faso	TTEE
Training on Advocacy Techniques for WAGN	May 22-24	Togo	Capacity Building/Cereals
Project Management Training with COFENABVI	May 29-31	Côte d'Ivoire	Capacity Building
Project Management Training with Borderless Alliance	May 30-June 1	Ghana	Capacity Building
Project Management Training with WAGN	June 1-3	Togo	Capacity Building
Project Management Training with RESIMAO	June 5-7	Niger	Capacity Building
Mission to discuss certificate of origin with government and AGUISSA	June 13-15	Guinea	TTEE
Training for National Trade Facilitation Committee	June 13-16	Côte d'Ivoire	TTEE
TOT Workshop on Aflatoxin Control	June 21-23	Benin	Cereals
Training for National Trade Facilitation Committee	June 21-23	Senegal	TTEE
Contracting Best Practices – Cascade Trainings	July 3-4	Ghana	Cereals
Training Workshop for AWEP Burkina Faso Chapter on Best Practices of Shea Butter Production	July 5-7	Burkina Faso	Capacity Building
Apparel Workshop	July 5-7	Nigeria	Apparel
Agro-Industries Forum and Group Domak Open House	July 6-7	Côte d'Ivoire	Cereals
Sub-Regional Cereals Exchange	July 20-21	Togo	Cereals

ACA MIS Workshop	July 25-27	Burkina Faso	Cashew
Mango Days	July 27-29	Ghana	Mango
Operation Tabaski	August 3-September 7	Benin	Livestock
Training for National Trade Facilitation Committee	August 8-10	Côte d'Ivoire	TTEE
Sourcing at MAGIC Show	August 13-16	U.S.	Apparel
Contracting Best Practices – Cascade Trainings	August 24-25	Ghana	Cereals
ECOWAS Scorecard Meeting	August 28	Ghana	TTEE
Contracting Best Practices – Cascade Trainings	September 11-12	Togo	Cereals
SPS Workshop	September 12-14	Burkina Faso	Cereals/TTEE
Workshop on how to access and manage transactions in the U.S. market	September 14	Togo	Mango/AGOA
Contracting Best Practices – Cascade Trainings	September 15-16	Togo	Cereals
Corridor Management Study Validation Workshop	September 25-26	Ghana	TTEE
ANC's first apparel export under AGOA Event	September 27	Benin	Apparel
Contracting Best Practices – Cascade Trainings	September 28-29	Burkina Faso	Cereals
Gender Financing Training for Coris Bank Staff	September 30	Côte d'Ivoire	Finance and Investment

ANNEX I: TRADE HUB MEDIA COVERAGE

FY17 Examples of online coverage
US trade advocates push for more support for garment industry Financing of agricultural value chains (best viewed in French) Best practices in the Burkinabe mango sector (Hub supported organization) Regional Conference on Grain Trade in West Africa (Hub supported event) Hub supported AGOA workshop in Cabo Verde (Portuguese)(1) (widely covered in Cabo Verde) Hub supported AGOA workshop in Cabo Verde (Portuguese) (2) Hub AGOA workshop in Togo Trade Hub video prepared to cover AGOA National Strategy workshop in Côte d'Ivoire http://news.abidjan.net/h/602517.html http://infosnews.net/?p=3680 https://www.youtube.com/watch?v=msZGcqHIYO0 (Trade Hub report from is from 15.50 - 17.50) http://www.commerce.gouv.ci/actualite.php?id=556 http://www.financialafrik.com/2016/10/19/industrie-textile-la-Côte-d'Ivoire-a-lassaut-du-marche-americaain/#.WGZlmlOLSM8 http://www.alwihdainfo.com/Produits-agroalimentaire-et-de-l-artisanat-de-Côte-d'Ivoire-Les-acteurs-a-la-recherche-d-une-croissance-de-l-exportation_a45244.html http://aip.ci/Côte-d'Ivoire-un-symposium-sur-la-mangue-annonce-a-korhogo/ http://aip.ci/Côte-d'Ivoire-ouverture-du-premier-symposium-sur-la-mangue-a-korhogo/ http://aip.ci/Côte-d'Ivoire-trois-nouvelles-unites-de-transformation-de-mangue-annoncees-dans-le-nord/ http://aip.ci/filiere-mangue-les-etats-unis-veulent-renforcer-la-cooperation-commerciale-avec-la-Côte-d'Ivoire/ http://news.abidjan.net/h/612914.html http://news.abidjan.net/h/612846.html http://news.abidjan.net/h/612801.html http://news.abidjan.net/h/612747.html https://www.fratmat.info/index.php/nos-unes/item/37820-symposium-de-la-mangue-les-acteurs-veulent-accroitre-la-transformation http://koaci.com/Côte-d'Ivoire-symposium-mangue-pour-ameliorer-production-generer-richesses-avril-korhogo-108074.html https://www.fratmat.info/index.php/economie/item/38109-betail-Côte-d'Ivoire-mali-burkina-vers-une-

[harmonisation-des-normes-sanitaires](#)

http://www.alwihdainfo.com/Côte-d-Ivoire-Mali-Burkina-Faso-Vers-une-harmonisation-des-normes-sanitaires-dans-la-filiere-betail-et-viande_a53752.html

<http://news.abidjan.net/h/613940.html>

<http://aip.ci/Côte-d-Ivoire-des-acteurs-de-la-filiere-betail-viande-instruits-sur-les-normes-sanitaires-en-vigueur-en-afrique-de-louest/>

<http://news.abidjan.net/h/616139.html>

<https://xibaaru.sn/societe/photos-atelier-de-lasepex-sur-les-opportunites-d'exportations-des-entreprises-senegalaise/>

<https://www.youtube.com/watch?v=axfphJNKNBA&feature=youtu.be>

<http://www.goldstreetbusiness.com/index.php/news/item/593-look-at-biodegradable-packaging-minister>

<http://afriqueinside.com/agoa-forum-2017-a-lome-lheure-aux-explications-officielles29042017/>

<http://awoko.org/2017/07/11/sierra-leone-news-private-sector-yet-to-benefit-from-agoa-trade/>

<http://www.fibre2fashion.com/news/apparel-news/expert-urges-nigerian-garment-exporters-to-boost-trade-207098-newsdetails.htm>

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<http://www.ghananewsagency.org/economics/mango-production-would-be-enrolled-on-the-one-district-one-factory-initiative-minister-120302>

<http://thebftonline.com/business/agribusiness/25682/mango-is-perfect-candidate-for-one-district-one-factory-initiative-mofa-.html>

<http://thebftonline.com/world/africa/26529/too-many-barriers-impeding-ecowas-trade-commissioner-.html>

<http://www.ghananewsagency.org/economics/ecowas-to-develop-corridor-management-strategy-and-action-plan--122883>

ANNEX J: TRADE HUB PARTNERS

Letter of Collaboration—Regional Partners

African Women's Entrepreneurship Program (AWEP)
 Afrique Verte International (AVI)
 Association Africa Agro Export (AAFEX)
 Réseau des Organisations Paysannes et de Producteurs de l'Afrique (ROPPA)
 West Africa Grains Network (WAGN)
 African Cashew Alliance (ACA)
 Borderless Alliance (BA)
 Global Shea Alliance (GSA)

Letters of Collaboration

Association Professionnels des Exportateurs des Mangue du Burkina Faso (APEMA-B)
 Association Professionnels des Producteurs des Mangues du Burkina Faso (APROMA-B)
 Dangme West Mango Farmers Association (DAMFA), Ghana
 Yilo Krobo Mango Farmers Association (YKMFA), Ghana

Letters of Collaboration with Bank Partners

Burkina Faso: Coris Bank
 Côte d'Ivoire: Banque Atlantique, Coris Bank, Ecobank, Orabank, Diamond Bank, Afriland, NSIA Bank
 Mali: Coris Bank
 Nigeria: Bank of Industry, Nexim Bank
 Senegal: Coris Bank, Ecobank, Sahel-Saharan Bank for Investment and Commerce (BSIC)

Letters of Collaboration with Non-Bank Partners with Regional Presence

AgDevCo Ghana
 Databank Agrifund Manager Limited (DAFML) Ghana
 GroFin Côte d'Ivoire, Ghana, Nigeria
 Injaro Investments Côte d'Ivoire, Ghana
 Investisseurs et Partenaires Burkina Faso, Côte d'Ivoire, Ghana, Senegal,
 Oikocredit Côte d'Ivoire, Mali, Nigeria
 Palladium Investments Ghana, Nigeria
 Root Capital Côte d'Ivoire, Ghana, Senegal

Partnership Agreements

Country/Company	Trade Hub Support
Senegal	
Zena Exotic Fruits	Organic Certification
Agro/Fruits/Kirine	Organic Certification; SPS/Hygiene for Export
ExoFruits/Pronat	
Baobab de Saveurs	
Complex Agri de Niague	SPS/Hygiene for Export
EANGDS	
ANS Inter	Organic Certification Global Gap Option I

ADDW (Association)	
COOPROFEL	Global Gap Option 1
BNO	
FAPD	
Hortica	SPS/Hygiene for Export
SENFRESH	
Laure Agro	Global Gap Option 1 SPS Hygiene for Export
Côte d'Ivoire	
FIRCA Cooperatives	Best Drying Techniques
AREXMA	ISO 19011 Certification; Best Harvesting Techniques; Pack house worker training
Nembel	Tesco Nature Certification
Ivoire Acreage	Global Gap Option 2
Tropic Mango	Fair Trade Certification
SODIPEX	
Vergers du Bandama	GRASP Certification
Vergers de Nord	
ROCFED	Global Gap Option 2
SPEM	GRASP Certification
Burkina Faso	
DAFANI	
Sanle/SGTF	Organic Certification
Rancho du Koba	Organic Certification
WOUOL	
TIMINI	
SINTIF	Organic Certification
FANTIC	
APEMAB	
APROMAB	
Faso Mangoro	
Yay-Kab	
PTRAMAB	
Rosa Eclat	Organic Certification
Ghana	
HPW	Global Gap Option 2
BOMARTS	Organic Certification
VVCU	Global Gap Option 2
Akorley Packhouse	
Kobiman Farms	Global Gap Option 2
Ohumpong	Global Gap Option 2
Alphonse Farms	Global Gap Option 2
Yilo/Danwe West	
QMFA	Global Gap Option 2
Brong-Ahafo Associations	

Master Agreements with Financial Advisors

See Annex G.

AGOA Trade Resource Center Partners

Agence Sénégalaise de Promotion des Exportations (ASEPEX)
Association pour la Promotion des Exportations de Côte d'Ivoire (APEX-CI)
Cabo Verde TradeInvest
Chambre de Commerce et d'Industrie des Mines et de l'Artisanat du Cameroun
Chambre de Commerce et d'Industrie du Bénin
Chambre de Commerce et d'Industrie du Burkina Faso
Chambre de Commerce et d'Industrie du Mali
Chambre de Commerce, d'Industrie et d'Agriculture de Mauritanie
Chambre de Commerce et d'Industrie du Niger
Chambre de Commerce et d'Industrie du Togo
Ghana Chamber of Commerce and Industry
Chambre de Commerce, d'Industrie et d'Artisanat de Guinée
Liberia Chamber of Commerce
Nigerian-American Chamber of Commerce
Sierra Leone Chamber of Commerce, Industry & Agriculture

Grantees

AGOA Trade Resource Centers (ATRCs)
Confédération des Fédérations Nationales de la Filière Bétail/Viande des pays de l'Afrique de l'Ouest (COFENABVI)
Réseau des Systèmes d'Information des Marchés en Afrique de l'Ouest (RESIMAO)

Regional Economic Community Partners

Abidjan-Lagos Corridor Organization (ALCO)
Economic Community of West African States (ECOWAS)
Economic and Monetary Union of West Africa (UEMOA)
Comité Inter-Etats de Lutte contre la Sécheresse au Sahel (CILSS)

Government Agency Partners

Conseil Burkinabé des Chargeurs (CBC)
Conseil Ivoirien des Chargeurs (CIC)
Conseil Malien des Chargeurs (CMC)
Département de Protection des Végétaux, Senegal (DPV)
Direction Générale des Impôts, Benin, Burkina Faso, Mali, Côte d'Ivoire, Senegal (DGIs)
Direction de Transport, Burkina Faso, Mali, Côte d'Ivoire (DDTs)
Directorate of Transportation Planning, Ghana (DTP)
Ghana Export Promotion Authority (GEPA)
Ghana Revenue Authority (GRA)
Ghana Shippers' Authority (GSA)
Ministry of Trade and Industry, Directorate of Trade Facilitation, Ghana (MOTI)

National Association Partners

Association of Ghana Apparel Manufacturers (AGAM)
Associations Professionnels des Exportateurs des Mangues du Burkina Faso (APEMA-B)
Associations Professionnels des Producteurs des Mangues du Burkina Faso (APROMA-B)
Comité Interprofessionnel des Filières Céréales et Niébé du Burkina (CIC-B)
Coopérative Fédérative des Acteurs de l'Horticulture au Sénégal (CFAHS)
Fédération Bétail-Viande du Burkina (FEBEVIB)
Fédération Bétail-Viande du Mali (FEBEVIM)
Filière Karité de la Côte d'Ivoire (FIKA-CI)

Ghana National Livestock Federation of Inter-Professionals (GHAFLIP)
Cereals Interprofessional Committee of Ghana (CIC-Ghana)
Comité Interprofessionnels des Céréales du Togo (CIC- Togo)

Other Partners

Alliance for Green Revolution in Africa AGRA
Cadre Intégré de Renforcement (CIR), Burkina Faso, Senegal
Ethical Apparel Africa (EAA)
International Fertilizer Development Center IFDC
Programme d'Appui aux Filières Agro-Sylvo-Pastorales, Burkina Faso (PAFASP)
Federation of Association of Ghanaian Exporters (FAGE)
German Cooperation (Deutsche Zusammenarbeit)
Adventist Development and Relief Agency (ADRA)

USAID Bilateral/Regional Projects

Agricultural Development and Value Chain Enhancement (ADVANCE) project, Ghana (Feed the Future)
Agriculture Policy Support Project (APSP) (Feed the Future)
Agricultural Technology (ATR) project, Ghana (Feed the Future)
Cereal Value Chain (CVC) project, Mali (Feed the Future)
Financing Ghanaian Agriculture (FinGAP) project (Feed the Future)
Food Across Borders—ProFAB
Livestock for Growth (L4G) project, Mali (Feed the Future)
Naatal Mbay project, Senegal (Feed the Future, cereals)
Nigeria Expanded Trade and Transport (NEXTT) project
Resilience and Economic Growth in the Sahel—Accelerated Growth (REGIS AG) project, Senegal (commercial level)
Resilience and Economic Growth in the Sahel—Enhanced Resilience (REGIS ER) project, Burkina Faso (producer level)

ANNEX K: ENVIRONMENTAL MITIGATION AND MONITORING PLAN UPDATE

COMPONENT: FEED THE FUTURE VALUE CHAINS

SUBCOMPONENT: UPGRADING THE CEREALS AND GRAINS SECTOR

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions Taken This year
A more robust cereal marketplace may encourage producers to increase their use of fertilizer	Site contamination and run-off into nearby surface water bodies	Verify mention of these key topics in technical assistance reports and training workshop reports	Feed the Future Value Chain Leader, Consultant Advisor (if any) & Trade Hub Training Coordinator	Ensure electronic copies of the USAID Africa Bureau Fertilizer Fact Sheet, in both English & French, are on the Trade Hub Common Share Website.	Project activities (contracting workshops and cereals exchanges) have reinforced the importance of adherence to quality standards and correct use of inputs during the production cycle. Project partners to continue contracting workshops and cereals exchanges during FY17 with limited Trade Hub involvement (Mali March 2017 and Togo July 2017). Ghana, Togo and Burkina inter-profession organized cascade training to promote written contracts as a best practice.
An improved regional marketplace for cereals may cause producers to increase their use of pesticides	Pollution, site contamination and poisoning cases among farmers and their families	Verify mention of these key topics in technical assistance reports and training workshop	Feed the Future Value Chain Leader, Consultant Advisor (if any) & Trade Hub Capacity Building	Should the Trade Hub take a more favorable attitude toward pesticide promotion, WATIH's implementing partners would be required to prepare a Pesticide Evaluation Report and Safer Use of Action (PERSUAP). The Trade Hub staff will consult the	Same as above

		reports	and Training Specialist	Regional Agriculture Office Umbrella PERSUAP under review to determine its applicability to project activities.	
More regional cereals trade leads to greater Aflatoxin occurrence	Aflatoxin toxicity and health impacts on people	Data on Aflatoxin contamination from regional cereal trade	Feed the Future Value Chain Leader, Consultant Advisor (if any)	As part of Trade and Transport Enabling Environment activities, WATIH will disseminate the African Union's Aflatoxin reduction protocol in conjunction with efforts to establish regional grades and standards for Aflatoxin contamination limits for cross-border cereal trade.	In WATIH's activities to promote contracts as a best practice, Aflatoxin's impact on regional trade and human health is a major training topic. These trainings increased understanding of how Aflatoxins develop and post-harvest practices that can reduce their incidence. Project staff promote Aflatoxin awareness and on-going efforts to control its spread. - Successful TOT workshop for aflatoxin prevention and management organized in Benin with technical support from USAID/West Africa SPS Advisor, ECOWAS SPS Expert and IITA Senior Researcher. Topics included use of Aflatoxin detection kits and development of Aflasafe in pilot countries within West Africa. Benin partners completed a series of cascade trainings during last quarter of FY 17 about aflatoxin control and management based on previous Trade Hub supported TOT workshop. Similar discussions in Burkina and Togo to use Benin workshop TOT manual for cascade training have taken place.

SUBCOMPONENT: UPGRADING THE LIVESTOCK SECTOR

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions Taken This year
Profitability of livestock exports leads to increased grazing pressure	Continuous grazing can lead to land degradation and desertification—particularly in Sahelian countries—and greater vulnerability to global climate change	Livestock export statistics, although infrequent measuring of average animal weight remains a gap	Livestock Value Chain Specialist	Some measure of livestock quality should be included in livestock sector trade indicators and statistics collected by WATIH and others.	WATIH livestock training during peak export periods included provisions for proper care of animals prior to sale, including food and water needs. Recorded sales identify race and breed. Trade missions identify specific types of ruminants that end user markets require. Facilitate transactions for medium term cross border sales using modern transport techniques (refrigerated trucks) and limited non-tariff barriers. This successful methodology develop during TABASKI operations in Senegal and Côte d'Ivoire (2015 and 2016) was adapted for the Benin market in 2017 (including Burkinabe traders).
Butcherries, animal processing plants, slaughter houses and meat chilling plants can add to a dangerous unregulated waste stream	Unmanaged animal waste and offal from processing operations fouls nearby lands and waters and creates a health threat	Technical reports	Livestock Value Chain Specialist	WATIH staff will consult and share the USAID/Ethiopia experience, including the “Construction Guidelines for Export Abattoirs” Report on Trade Hub common share with links to the Website. .	Project staff works with buyers in end markets to maximize the amount of the animal that is slaughtered for the market. WATIH provides advice to ensure compliance with local regulations about waste management after the slaughtering is completed. New warehouse in Mali participated in a regional B2B event. Trade Hub supported new

					transactions for slaughtered beef in Burkina that is transported via refrigerated trucks from Burkina to Côte d'Ivoire and Benin.
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COMPONENT – SUPPORT TO GLOBAL VALUE CHAINS

SUBCOMPONENT: CASHEW

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Increased trade in cashew leads to a larger waste stream from nut processing	Potential for land degradation and even contamination of surface and ground waters and occupational health and safety related issues	Successful development of sustainable cashew production and processing guidelines, and their application among the partners network	Cashew Value Chain Specialist	The guidance resulting from this study will be used as part of the training, both for industry management personnel, and further incorporated into the environmental oversight procedure (e.g., ESF) training for BSPs to better provide assistance to cashew processors & exporters (see below).	ACA's factory management training, included in the WATIH grant, incorporates environmental study recommendations for local processors and how these improve adherence to HACCP requirements for global exports.
Increased trade in cashew products leads to more construction of agro-processing facilities	Accumulating plant and processing waste leads to land contamination, poor phyto-sanitary conditions and possible pollution of surface waters and ground waters	Submission, review and approval of an ESF associated with a request for loan resources.	Cashew Value Chain Specialist	Participants in the Trade and Investment Hub, tapping financial resources for developing new processing facilities will also present an ESF and where indicated, build their facilities following the USAID Guidelines on Small-Scale Construction and for use in the field, the USAID Africa Bureau's Environmental Compliance and Management Support (ENCAP) Visual Field Guide for Construction.	Trade Hub support has been focused on access to finance for new processing facilities. Included is due diligence with the companies to adhere to existing environmental compliance rules and that these impacts are incorporated into the business plans submitted for new investment. New support to assess "2 nd tier" processing facilities to support their efforts to meet minimal industry certification

					requirements.
An expanding cashew industry runs up against known shortages of experienced and trained factory management staff and will thus have difficulty ensuring well-run cashew processing plants	Without effective and efficient production systems (and therefore sustainable production), the risk of localized pollution and site contamination rises	Number of participants in cashew production training courses that include an environmental management module	Trade Hub Capacity Building and Training Specialist with the Cashew Value Chain Specialist		Trade Hub grant provided targeted training to factory managers from 20 processing enterprises in the region (ending first quarter of FY 17). New support to increase the quality of member services including identification of candidates for factory management as needed. On-going STTA for ACA to build on previous support to expand the quality of member services and maintain awareness of environmental management.

SUBCOMPONENT: SHEA

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Increased shea harvesting linked to an improved market	Decline of the shea parkland agro-ecosystems with consequent loss of the resources base and also adverse impacts on the companion agricultural crops, and greater vulnerability to global climate change	Study report, and the development of a shea butter resource database among the West African producer countries	Shea Value Chain Specialist	This study is already underway and the Trade Hub staff have provided comments to the GSA on the Inception Report	No actions during the fiscal year.
GSA sponsoring village level shea nut storage facility construction	Poorly designed storage facility construction can lead to site contamination and unnecessary recurrent costs for producer organizations	Occasional field inspections of newly constructed shea nut storage facilities, following the checklist in the Small-	Shea Value Chain Specialist	USAID Small-Scale Guidelines and Visual Field Guide have already been shared with GSA	WATIH's grant supported a pilot program with 20 warehouses in the region (ended first quarter of FY 17), focused on capacity development of the women's associations that manage these

		Scale Construction Visual Field Guide Training reports prepared by the GSA			warehouses, to provide a higher quality shea nut for export. Project staff visited more than half of the warehouses that were constructed with private sector support within this program. Grant ended November 2016 but Trade Hub is available to advise GSA as they expand their GDA- funded warehouse program.
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SUBCOMPONENT: MANGO

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Increased mango trade leads to larger waste streams	Potential land and surface water contamination near agro-industries	Technical assistance reports and training reports	Mango Value Chain Specialist	N/A	WATIH's TOT program in four countries focused on reducing waste by increasing the amount of mangoes harvested that can either be exported or sold to the local market. Also included are improved packing techniques for workers at the pack house level. Expanded programs in four countries during the quarter: harvesting, packing and certification for international exports. These activities include certification for both fresh and organic mango products and TA for factory plants and packhouses to be HACCP certified. New initiative expanded to establish commercial relationships for dried and organic mango exports from the region for the US market, focused on FDA/FSMA requirements.

Expanded efforts to control the Mango Fruit Fly	Site (land & water) contamination, building immunity among pests and possible pesticide poisoning	Technical assistance reports and training reports	Mango Value Chain Specialist	The Mango producers have been using approved pesticides for decades; WATIH is not supporting additional use. As interest and demand for a Safe Use Pesticide training course among partner organizations, WATIH will develop, organize and sponsor such a Training of Trainers-based training course on this theme	WATIH works with government technical services and larger private sector exporters to expand control of fruit fly infestation during the harvest and packing process prior to exporting mangos to the international market. Technical collaboration with GOS/DPV for improved hygiene practices.
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COMPONENT – IMPROVING THE TRADE AND TRANSPORT SECTOR’S COMPETITIVENESS

SUBCOMPONENT: RATIONALIZATION OF BILATERAL AGREEMENTS ON TRANSPORT

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Overburdened trucks and an ageing truck fleet serving the increased export trade	These poorly maintained and controlled vehicles damage the road system and can cause road failures which affect the local environment and neighboring communities	Transport sector database which reflects how the sector operates	TTEE Team and Staff	N/A	WATIH supports regional efforts to implement weight load limits for regional trade. Trade Hub supported corridor management study to reinforce ECOWAS management of trade corridors and implement best practices to improve

					trade flow along all corridors (final report to be disseminated at the end of FY 17)
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COMPONENT – SUPPORT ACTIVITIES

SUBCOMPONENT: INCREASING FINANCIAL SERVICES

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Multiplier effect of increased finance in the agro-export industry	Greater potential for agro-processing related environmental issues and adverse impacts, e.g., water use and disposal and a larger waste stream	Training report and trainee evaluations of these courses	Finance & Investment Specialist in concert with the Trade Hub Capacity Building and Training Specialist	USAID has developed a series of standardized approaches to environmental screening for grants and financial support which would be applicable to this situation.	Project staff completes due diligence with companies that contact Financial Advisors for development of bankable business plans. This includes field visits at the site of the company itself to identify potential environmental constraints.

COMPONENT – GRANTS UNDER CONTRACT

Activity	Possible Adverse Impact	Monitoring Indicators	Responsible Parties	Observations and/or Verification Checklist	Actions taken this year
Grant programs lead to more active agro-industries	Unforeseen adverse environmental impacts undermine the positive developmental gains from grants	Each grant application will be scrutinized to be sure that the ESF has been completed and makes sense.	Grant Manager		Each project grantee completed an analysis of potential environmental impact within their grant application. Project staff have completed follow up visits with these grantees during implementation to identify unexpected environmental issues that have arisen. These visits will continue for selected grants into 2017.

ANNEX L: COUNTRY SPECIFIC ACTIVITIES FOR FY17

Burkina Faso					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Mali / Burkina Faso Livestock Fatteners' Network visit to Niger	Livestock	November 28-29, 2016	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	The Trade Hub brokered a November 28-29 meeting between livestock fatteners' networks from Niger, Mali and Burkina Faso to encourage the Niger Livestock Fatteners' Network to fatten livestock for sale in regional markets and to formalize its process of record keeping on these transactions.
Trade Hub Value Chains Credit Risk Analysis Training	Finance and Investment	December 3-5, 2016	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
AGOA Awareness Training	AGOA	January 22-28, 2017	Kara Diallo, AGOA Specialist, Kara_diallo@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	Supported the activities of the AGOA Trade Resource Center (ATRC). The Trade Hub in collaboration with Burkina Faso Chamber of Commerce and Industry conducted two AGOA training and sensitization workshops in Bobo-Dioulasso on January 24 th and Ouagadougou on January 26 th . In addition, the AGOA Specialist trained 19 staff of

					Burkina Export Promotion Agency (APEX-Burkina) on AGOA specific issues.
Enumerator Training for certificate of origin Survey	Trade and Transport Enabling Environment	February 26-March 16, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal
COFENABVI OCA Follow-on Training in Sustainability and Membership Services	Livestock and Capacity Building	February 15-16, 2017	Jean-Didier Nacoulma, Gender Specialist & Capacity Development, jean-didier_nacoulma@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	With subcontractor Kanava
Survey on certificate of origin Time and Cost	Trade and Transport Enabling Environment	March 2 - 15, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	Conduct of the Survey on certificate of origin Time & Cost (by Trade Hub subcontractor) - Training of enumerators and Data collection respectively
Grant presentation to Sanle Sechage at Banfora(30KVA generator and 1,500 plastic crates) and Finalize review of proposal submitted for FY17 activities in Burkina Faso	Mango	March 16 – 21, 2017	Pamela Okyere, Pamela_Okyere@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
M&E Data collection and standardization of M&E systems	Monitoring and Evaluation	March 22 – 25, 2017	Michael Ashiteye, Michael_Ashiteye@watradehub.com Egnon Lawson, Egnon_Lawson@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
B2B with livestock	Livestock	March 27-	Seydou Sidibe, Livestock Specialist,	Shawn Wozniak, Ag	Due to problems stated above,

actors		28, 2017	seydou_sidibe@watradehub.com	Officer, swozniak@usaid.gov	the original B2B had to be postponed. However, the Burkina group asked that the one remaining industrial buyer from CDI come just to meet with the BF livestock group for a smaller B2B and discussion.
Mango Cluster Training	Mango	April 24-25, 2017	Pamela Okyere, Mango Value Chain Specialist, pamela_okyere@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Training on Packaging Solutions	Capacity Building	April 25-26, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Participants came from 4 AWEF Chapters – Benin, Burkina, Ghana and Togo.
Packaging and Food Technology Training/Field visits	AGOA/Capacity Building	May 7-14, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Borderless Alliance Annual Conference	Trade and Transport Enabling Environment	May 10-12, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Workshop for women in cereal	Capacity Building	May 15-23, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Training Workshop for AWEF Burkina Faso Chapter on Best Practices of Shea Butter Production	Capacity Building	July 5-7, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	

ACA MIS Workshop	Cashew	July 25-27, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
SPS Workshop	Cereals/ Trade and Transport Enabling Environment	September 12-14, 2017	Kokou Zotoglo, Staple Crop Specialist kokou_zotoglo@watradehub.com ; Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
AGOA Standard Operating Procedures Training	AGOA	September 21-22, 2017	Kara Diallo, AGOA Specialist, Kara_diallo@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Contracting Best Practices – Cascade Trainings	Cereals	September 28-29, 2017	Kokou Zotoglo, Staple Crop Specialist kokou_zotoglo@watradehub.com ;	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	
Benin					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Commercial linkages with Cereals Industrial Processors	Cereals	October – November, 2016	Kokou Zotoglo, Cereals Specialist, kokou@zotoglo@watradehub.com		Activity sought to strengthen commercial linkages between breweries, such as Guinness, and cereals processors that could supply brewers' grits, dried corn kernels used as a malt replacement in beer.
Training for apparel firms participating in MAGIC 2017	Apparel	January 17, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com		Planning workshop to strategize with participating factories on how the West Africa delegation would put its best foot forward at the Feb 20-23 event in Las Vegas.
MAGIC Apparel Trade Show attendance	Apparel	February 20-23, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub,	Attendance at MAGIC apparel trade show by apparel companies from Benin, Ghana

				cohara@usaid.gov	and Nigeria. ANC of Benin attended.
Enumerator Training for certificate of origin Survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (Various dates in various locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal
Survey on certificate of origin Time and Cost	Trade and Transport Enabling Environment	March 1-10, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Conduct of the Survey on certificate of origin Time & Cost (by Trade Hub subcontractor) and data collection
Hurley's Religious Goods visit ANC, Benin	Apparel	March 2-4, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Initial contact made with Hurley's Religious Goods, a US buyer, at February 2016 Magic, and led to an order of 10,000 pcs of priest gowns at the ANC factory. This trip is part of preparation towards order and meeting with Hurley's. Also meet ATRC and key reps at the Ministry of Trade to intervene and expedite customs clearance of raw materials (thread and buttons) for the Hurley's production. ANC has been asked by customs to pay the CFA equiv. of \$1800 for the release of items
Annual Global Shea Alliance Conference	Capacity Building & Gender	March 11-16, 2017	Jean-Didier Nacoulma, Gender Specialist and GSA Focal Point for Trade Hub, Jean-Didier_Nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Attend annual Global Shea Alliance conference in order to help identify areas where organization membership services can be enhanced for

					sustainability and membership dues improvements
AGOA Presentation and participating in panel discussions during the Global Shea Alliance Conference	AGOA	March 14 – 17, 2017	Mohamed Abou liana, Mohamed_Abouliana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
Training on Packaging Solutions	Capacity Building	April 25-26, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Participants came from 4 AWEF Chapters – Benin, Burkina, Ghana and Togo.
Training on the utilization of the AGOA visa system	AGOA	June 13-20, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	
TOT Workshop on Aflatoxin Control	Cereal	June 20-23, 2017	Kokou Zotoglo: kokou_zotoglo@watradehub.com ; Bill Noble: Bill_Noble@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	In collaboration of ACMA, @Scale Project, IITA, Aflasafe Project, and PACA. Aflatoxin is a large problem in cereals trade and consumption in West Africa. Widespread training and awareness building in how to fight aflatoxin is needed. This training will focus on approximately 35 trainers in how to fight aflatoxin in harvest, storage and processing stages so they can train others
Operation Tabaski - Prospecting Mission	Livestock	August 3, 2017	Seydou Sidibe, Senior Livestock Value Chain Specialist Seydou_Sidibe@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist,	

			Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	bagboton@usaid.gov	
Operation Tabaski - Consultative Meeting	Livestock	August 14, 2017	Seydou Sidibe, Senior Livestock Value Chain Specialist Seydou_Sidibe@watradehub.com Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	
Operation Tabaski - Data Collectors Training	Livestock/ Monitoring and Evaluation	August 16, 2017	Seydou Sidibe, Senior Livestock Value Chain Specialist Seydou_Sidibe@watradehub.com Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com Massamba Dieng, Senior Monitoring and Evaluation Specialist, massamba_dieng@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	
Operation Tabaski - Monitoring and Follow-up Mission	Livestock	August 28 – Sept 7, 2017	Seydou Sidibe, Senior Livestock Value Chain Specialist Seydou_Sidibe@watradehub.com Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	
AGOA Standard Operating Procedures Training	AGOA	August 29, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Bonaventure Agboton : Ag and Economic Growth Specialist, bagboton@usaid.gov	
Annual Cashew Conference held by the ACA (Trade Hub is a Conference	Cashew	September 18-21, 2017	Bill Noble, Value Chain component lead, bill_noble@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Annual Cashew Conference, in Cotonou, Benin from 18 – 21 September 2017, at the Palais des Congrès. As a Conference Program sponsor your

Sponsor and perhaps presenter)					company will have the following benefits and advantages: Sponsor logo plus conference banner on program brochure, 2 participants free
ANC's first apparel export under AGOA Event	Apparel	September 27, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
Cabo Verde					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Workshop	AGOA	November 14-18, 2016	Mohamed Abou liana, Mohamed_Abouliana@watradehub.com		
Cameroon					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Séminaire de formation sur l'AGOA et attraction des Investissements directs étrangers	AGOA	November 30, 2016	Mohamed Abou liana, Mohamed_Abouliana@watradehub.com		
AGOA Documentations Standards & Quality Requirements Training	AGOA	December 19-22, 2016	Mohamed Abou liana, Mohamed_Abouliana@watradehub.com		
Chad					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details

AGOA Roundtable	AGOA	October 12, 2016	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com		
Central African Republic					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Awareness Workshop	AGOA	July 11-12, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com		
Côte d'Ivoire					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
WRAP Certification Workshop	Apparel	October 13, 2016	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	An information workshop for export-ready apparel companies and government export agencies from Ghana, Nigeria and Côte d'Ivoire on the importance of WRAP certification
AGOA National Strategy Workshop (Apparel and Textile)	AGOA	October 18-19, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Experience and lessons learned at the September 24-28 AfrICANDO Food and Beverages Expo	AGOA	October 27, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles,	

				Private Sector Trade Specialist, pguigui@usaid.gov	
Commercial linkages with Cereals Industrial Processors	Cereals	October – November, 2016	Kokou Zotoglo, Cereals Specialist, kokou@zotoglo@watradehub.com		Activity sought to strengthen commercial linkages between breweries, such as Guinness, and cereals processors that could supply brewers' grits, dried corn kernels used as a malt replacement in beer.
AGOA Training Session on International Standards in Food Packaging	AGOA	November 10, 2016	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
U.S. Food and Drug Administration (FDA) requirements	AGOA	November 17, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA National Strategy Workshop: Agribusiness	AGOA	November 23-24, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade	

				Specialist, pguigui@usaid.gov	
AGOA Workshop on Costing and Pricing	AGOA	November 23, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA strategy workshop: Tenue de l'Atelier sur le Secteur Artisanat	AGOA	November 25, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Access to Finance Gender Strategy launch	Finance and Investment	November 28-December 4, 2016	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com Charles Adegnandjou, Finance and Investment Specialist, Charles_Adegnandjou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA Technical Workshop: Costing, Pricing, Productivity, & Finance I	AGOA	December 1, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore	

				Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA Technical Workshop: Costing, Pricing, Productivity, & Finance 2	AGOA	December 15, 2016	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Réunion de concertation entre COFENABVI- CILSS-Trade Hub sur la plateforme Sim bétail	Livestock	January 27, 2017	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training Workshop and Coaching for Oikocredit and Coris Bank on Risk Management For Agricultural Lending	Finance and Investment	January 27- February 9, 2017	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	With DCA involvement
FIKA-CI training on OCA follow- on for Membership	Capacity Building/ Shea	February 20- 21, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI,	With Kanava subcontractor

Services and Financial Sustainability				rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training for enumerators for certificate of origin Time & Cost survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (multiple locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Shawn Wozniak, Ag Officer, swozniak@usaid.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal for enumerators from various countries in nearby locations
Survey on certificate of origin Time and Cost	Trade and Transport Enabling Environment	March 5-15, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training for National Trade Facilitation Committee (NTFC)	Trade and Transport Enabling Environment	March 6-10, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	Providing organizational training and program strengthening planning via subcontractor UNCTAD
Facilitation mission in Abidjan and Niger for the preparation of upcoming B2B with Animal Fatteners	Livestock	March 12 – 16, 2017	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	

Network in Bamako in RCI					
M&E Data collection and standardization of M&E systems	Monitoring and Evaluation	March 12 – 22, 2017	Michael Ashiteye, Michael_Ashiteye@watradehub.com Egnon Lawson, Egnon_Lawson@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training of Ivorian Mango Actors in Korhogo, CDI	Mango	March 16, 2017	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	Preparation for Mango Symposium participants to be better able to present themselves during the B2B session of Symposium - work on profiles, negotiation, presenting realistic expectations, etc.
Mango Symposium	Mango	April 6-7, 2017	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com , Bill Noble, Value Chain Development Specialist, Bill_Noble@watradehub.com Pamela Okyere, Mango Value Chain Specialist, pamela_okyere@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Workshop on Sanitary and Zoo-Sanitary Standards	Livestock	April 25-27, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com Seydou Sidibe, Livestock Value Chain	Rebecca Levy, Economic Growth Officer Director,	

			Specialist seydou_sidibe@watradehub.com	USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Packaging and Food Technology Training/Field visits	Capacity Building/AGOA	May 5, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Project Management Training with COFENABVI	Capacity Building	May 29-31, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Cashew Cluster Financing Scheme Meetings	Finance and Investment	June 8-16, 2017	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore	

				Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
M&E Data collection FY17 Q3 (Abidjan; Bouake & North (Sinematiali, Korhogo, Boundiali, Tengrela, Ouangolo and Ferke)	Monitoring and Evaluation	June 12-28, 2017	Massamba Dieng, Senior Monitoring and Evaluation Specialist, massamba_dieng@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training for National Trade Facilitation Committee	Trade and Transport Enabling Environment	June 13-16, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	Providing organizational training and program strengthening planning via subcontractor UNCTAD
Agro-Industries Forum and Group Domak Open House	Cereal	July 6-7, 2017	Kokou Zotoglo, Staple Crop Specialist, kokou_zotoglo@watradehub.com ; Bill Noble, Value Chain Development Specialist Bill_Noble@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist,	

				pguigui@usaid.gov	
African Cashew Alliance Member Services Assessment	Cashew	July 27-Aug 1, 2017	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Training for National Trade Facilitation Committee	Trade and Transport Enabling Environment	August 8-10, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Attendance at Sourcing at MAGIC Show	Apparel	August 13-16, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com		Attendance at MAGIC apparel trade show by apparel companies from Côte d'Ivoire, Ghana and Nigeria. O'Sey of Côte d'Ivoire attended.
Follow up visits to Côte d'Ivoire-based companies on how to access U.S. market	Mango	September 6-11, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	The team conducted market assessment of fruit processing enterprises in Côte d'Ivoire to identify opportunities to enable market their products in the U.S. market.

Gender Financing Training for Coris Bank Management	Finance and Investment	September 19, 2017	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Gender Financing Training for Coris Bank Staff	Finance and Investment	September 30, 2017	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Gender Financing Training for Women Business Owners	Finance and Investment	October 2-4, 2017	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Gender Financing Training for Coris Bank Staff	Finance and Investment	October 7, 2017	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade	

				Specialist, pguigui@usaid.gov	
Gender Financing Training for Women Business Owners	Finance and Investment	October 9-11, 2017	Kafui Djonou, BDS Specialist, Kafui_djonou@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA National Strategy Validation Workshop	AGOA	October 16-17, 2017	Lotfi Kourdali, Program Manager/CDI, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
Corridor Management Study Validation Workshop	Trade and Transport Enabling Environment	October 30-31, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com Carol Adoum, Chief of Party, carol_adoum@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
AGOA Standard Operating Procedures Training	AGOA	November 2, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore	

				Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	
The Gambia					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Survey on benefits of eliminating requirement of Certificate of origin in Gambia	Trade and Transport Enabling Environment	March 14-16, 2017	Kossi Dahoui, Kossi_Dahoui@watradehub.com	Tashawna Bethea, Political and Commercial Officer, US Embassy in Gambia???	Training for Gambians and Bissau Guineans enumerators in Zinguinchor, Senegal. Subsequent data collection in Banjul.
Meeting with stakeholders to discuss strategies to eliminate certificate of origin in The Gambia	Trade and Transport Enabling Environment	August 17-20, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Tashawna Bethea, Political and Commercial Officer, US Embassy in Gambia???	
Ghana					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Technical Workshop: Costing, Pricing, Productivity, & Finance	AGOA	October 12, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
WRAP Certification Workshop	Apparel	October 13, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	An information workshop for export-ready apparel companies and government export agencies from Ghana, Nigeria and Côte d'Ivoire on the importance of WRAP certification

ATRC workshop on Quality and Standards for agro-based companies	AGOA	October 28, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
AGOA Technical Workshop: Trade Show Preparation, Participation & Logistics	AGOA	November 1, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
Workshop on AGOA Benefits and Eligibility, Certificate of Origin and Non-Textiles Rules	AGOA	November 11, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
Export Promotion, AGOA Awareness with Focus on Mango	AGOA	November 23, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
AGOA Workshop on Costing, Pricing, Productivity & Finance	AGOA	November 25, 2016	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
Training for apparel firms participating in MAGIC 2017	Apparel	January 17, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Planning workshop to strategize with participating factories on how the West Africa delegation would put its best foot forward at the Feb 20-23 event in Las Vegas.
AGOA Customs and Regulations Workshop	AGOA	February 1, 2017	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	About 60 exporters in Ghana, Sierra Leone, and Nigeria received customs and regulations training via a Trade Hub webinar.

AGOA Export Documentation Training for Custom Officers	AGOA	February 7, 2017	Mohamed Abou iiana, Senior AGOA Specialist, mohammed_abouiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	
MAGIC Apparel Trade Show attendance	Apparel	February 20-23, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Attendance at MAGIC apparel trade show by apparel companies from Benin, Ghana and Nigeria. KAD and Alfie of Ghana attended.
Borderless OCA Training	Capacity Building/ Trade and Transport Enabling Environment	February 14-16, 2017	Egnon Lawson, Capacity Development Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	With Kanava subcontractor
GlobalG.A.P. certification program trainings	Mango	March 13-September 30, 2017	Pamela Okyere, Mango Value Chain Specialist, (cell) 233 (0) 26 678 4277, pamela_okyere@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Requires training and then follow-up over time in the orchards by the certification trainer to make sure the work is being done correctly. 320 farmers.
Finance and Investment Training	Finance and Investment	March 24, 2017	William Addo, F&I Specialist, william_addo@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Workshop on Participation in Trade Shows	AGOA	April 24, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Training on Packaging Solutions	Capacity Building	April 25-26, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Participants came from 4 AWEF Chapters – Benin, Burkina, Ghana and Togo.
AGOA Outreach Workshop	AGOA	April 28, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub,	

				cohara@usaid.gov	
Contracting Best Practices – Cascade Trainings	Cereal	May 3-5, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Project Management Training with Borderless Alliance	Capacity Building	May 30-June 1, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Packaging and Food Technology Training/Field visits	Capacity Building/AGOA	June 7, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
AGOA workshop on U.S. Customs Law	AGOA	June 20, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
AGOA workshop on Classification and export documentation in textile and apparel	AGOA	June 22, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Agribusiness exports workshop	AGOA	June 23, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Organizational Management Training for Ghana Inter-Professional Livestock	Capacity Building/Livestock	June 27-28, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	

Federation					
Contracting Best Practices – Cascade Trainings	Cereal	July 3-4, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Mango Days	Mango	July 27-29, 2017	Pamela Okyere, Mango Value Chain Specialist, pamela_okyere@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Basic First Aid Training	Mango	August 8-18, 2017	Pamela Okyere, Mango Value Chain Specialist, pamela_okyere@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Attendance at Sourcing at MAGIC Show	Apparel	August 13-16, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Attendance at MAGIC apparel trade show by apparel companies from Côte d'Ivoire, Ghana and Nigeria attended.
Contracting Best Practices – Cascade Trainings	Cereals/Capacity Building	August 24-25, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
ECOWAS Scorecard Meeting	Trade and Transport Enabling Environment	August 28, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com Carol Adoum, Chief of Party, carol_adoum@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Follow up visits to Ghana-based companies on how to access U.S. market	Mango	September 3-8, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	The team conducted market assessment of fruit processing enterprises in Ghana to identify opportunities to enable market their products in the U.S. market.
Corridor Management Study	Trade and Transport Enabling	September 25-26, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist,	Cory O'Hara, COR, West Africa Trade and	

Validation Workshop	Environment		chongo_mukupa@watradehub.com Carol Adoum, Chief of Party, carol_adoum@watradehub.com	Investment Hub, cohara@usaid.gov	
Follow-up data collection of signed contracts by cereals value chain actors	Cereals/Capacity Building/ Monitoring and Evaluation	October 1-3, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Ghana ATRC Workshop on Financing Exports	AGOA	October 10, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com Bill Noble, Value Chain Development Specialist Bill_Noble@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
AGOA Standard Operating Procedures Training and other activities	AGOA	November 3-10	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	
Guinea Bissau					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA and ETLs Training "Creating Export Opportunities to the U.S. for Guinea Bissau Companies"	AGOA	February 15-16, 2017	Kara Diallo, AGOA Specialist, kara_diallo@watradehub.com	Gregory Garland, US Embassy (Senegal covering GB), garlandGL@state.gov	Bill Noble also participated and trained. In collaboration with Global Fairness Initiative (U.S. PVO)

Training for enumerators for certificate of origin Time & Cost survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (multiple locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Gregory Garland, US Embassy (Senegal covering GB), garlandGL@state.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal for enumerators from various countries in nearby locations
Certificate of Origin Survey	Trade and Transport Enabling Environment	March 11-14, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Gregory Garland, US Embassy (Senegal covering GB), garlandGL@state.gov	
Meeting with RESSAN-GB to discuss strategies to eliminate certificate of origin in Guinea Bissau	Trade and Transport Enabling Environment	August 21-25, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Gregory Garland, US Embassy (Senegal covering GB), garlandGL@state.gov	
Guinea					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Survey on benefits of eliminating requirement of Certificate of origin in Guinea.	Trade and Transport Enabling Environment	March 7 – 18, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	William Bradley, Food Security and Environment Team Leader, wbradley@usaid.gov	Initial training for enumerators and subsequent data collection
Sub-Regional Cereals Exchange (in Mali)	Cereals	March 8-9, 2017	Kokou Zotoglo, Cereals Specialist, kokou_zotoglo@watradehub.com	For Mali: Modibo Traore, mtraore@usaid.gov	Event is taking place in Mali, but Burkinabé, Guinean, Nigerien participants invited)
AGOA Promotion Training	AGOA	March 15-17, 2017	Kara Diallo, AGOA Specialist, kara_diallo@watradehub.com Yvette Kuwornu, Yvette_Kuwornu@watradehub.com	William Bradley, Food Security and Environment Team Leader, wbradley@usaid.gov	
Mission to discuss certificate of origin with government	Trade and Transport Enabling	June 13-15, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	William Bradley, Food Security and Environment Team	

and AGUISSA	Environment			Leader, wbradley@usaid.gov	
Capacity Building Workshop for ATRC Coordinators	AGOA	July 24-25, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com		Coordinators of 5 ATRCs including Guinea recently received Trade Hub grants and were trained on how to promote AGOA to export ready companies in their countries.
Liberia					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Promotion Workshop	AGOA	January 25-28, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	David Kauper, Economist, Office of Economic Growth, USAID/Liberia, (o) 231-776-777, ext. 7039, dkauper@usaid.gov	With Liberian Chamber of Commerce
Capacity Building Workshop for ATRC Coordinators	AGOA	July 24-25, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com		Coordinators of 5 ATRCs including Liberia recently received Trade Hub grants and were trained on how to promote AGOA to export ready companies in their countries.
Mali					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Commercial linkages with Cereals Industrial Processors	Cereals	October – November, 2016	Kokou Zotoglo, Cereals Specialist, kokou@zotoglo@watradehub.com		Activity sought to strengthen commercial linkages between breweries, such as Guinness, and cereals processors that

					could supply brewers' grits, dried corn kernels used as a malt replacement in beer.
Mali / Burkina Faso Livestock Fatteners' Network visit to Niger	Livestock	November 28-29, 2016	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com		The Trade Hub brokered a November 28-29 meeting between livestock fatteners' networks from Niger, Mali and Burkina Faso to encourage the Niger Livestock Fatteners' Network to fatten livestock for sale in regional markets and to formalize its process of record keeping on these transactions.
Mali -Togo Livestock Federation Experience Exchange Workshop	Livestock/Capacity Building	January 30-February 1, 2017	Jean-Didier Nacoulma, Gender Specialist, Jean-Didier_Nacoulma@watradehub.com		Malian and Togolese Livestock Federations met to share experiences and lessons learned from the 2015 and 2016 workshops on mobilizing financial resources.
CORIS Bank and Oikocredit Training on Agricultural Lending, also 1 day of similar training for USAID partners (separately)	Finance and Investment	February 17-18, 20, 2017	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	Risk management training and coaching for lending institutions trying to move into agricultural lending
Training for Enumerators for certificate of origin (COO) Time & Cost survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (multiple locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	John Gorlorwulu, USAID/Senegal, jgorlorwulu@usaid.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal for enumerators from various countries in nearby locations
AGOA Awareness Workshop	AGOA	March 1-2, 2017	Kara Diallo, AGOA Specialist, kara_diallo@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	In addition to the AGOA awareness workshop, a training session was conducted to enhance the capacities of the

					AGOA National Committee, the Export Promotion Agency (APEX-Mali) and Customs on March 2nd at the Chamber of Commerce (CCIM).
Sub-Regional Cereals Exchange	Cereals	March 8-9, 2017	Kokou Zotoglo, Cereals Specialist, kokou@zotoglo@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	
Survey on certificate of origin Time and Cost	Trade and Transport Enabling Environment	March 24 – 27, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	
Mission to discuss certificate of origin with government and AMASSA	Trade and Transport Enabling Environment	July 18-20, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	
Work with Customs, APEX-Mali & Ministry of Commerce on AGOA Textile Visa Issues	AGOA	October 9-13, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Modibo Traore, USAID/Mali, mtraore@usaid.gov	
Mauritania					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Training	AGOA	May 8-12, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Lisa Washington-Sow, USAID Country Representative, lwashington-sow@usaid.gov	
Niger					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details

Commercial linkages with Cereals Industrial Processors	Cereals	October 22-29, 2016	Kokou Zotoglo, Cereals Specialist, kokou_zotoglo@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	
AGOA and ETLS Roundtable	AGOA	November 10-11, 2016	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	
Mali / Burkina Faso Livestock Fatteners' Network visit to Niger	Livestock	November 28-29, 2016	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	The Trade Hub brokered a November 28-29 meeting between livestock fatteners' networks from Niger, Mali and Burkina Faso to encourage the Niger Livestock Fatteners' Network to fatten livestock for sale in regional markets and to formalize its process of record keeping on these transactions.
RESIMAO OCA Follow-On Organizational Development and Sustainability Coaching	Capacity Building	February 20-21, 2017	Egnon Lawson, Capacity Development Specialist, egnon_lawson@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	
Sub-Regional Cereals Exchange (in Mali)	Cereals	March 8-9, 2017	Kokou Zotoglo, Cereals Specialist, kokou_zotoglo@watradehub.com	For Mali: Modibo Traore, mtraore@usaid.gov	Event is taking place in Mali, but Burkinabé, Guinean, Nigerien participants invited)
Facilitation mission in Abidjan and Niger for the preparation of upcoming B2B workshop in Bamako	Livestock	March 16 – 19, 2017	Seydou Sidibe, Livestock Specialist, seydou_sidibe@watradehub.com	Modibo Traore, mtraore@usaid.gov	This is to prepare Nigerien Animal Fatteners network for the upcoming B2B event.
M&E Data collection and standardization of	Monitoring and Evaluation	March 19 – 22, 2017	Massamba Dieng, Massamba_Dieng@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	

M&E systems					
Project Management Training with RESIMAO	Capacity Building	June 5-7, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	
Work with Customs, CCIN & Ministry of Commerce on AGOA Textile Visa Issues	AGOA	October 16-19, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Jen Karsner, USAID/Niger, jkarsner@usaid.gov	
Nigeria					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
WRAP Certification Workshop	Apparel	October 13, 2016	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	An information workshop for export-ready apparel companies and government export agencies from Ghana, Nigeria and Côte d'Ivoire on the importance of WRAP certification
AGOA Training Session for Nigerian Customs, Export Promotion and Bank Officials	AGOA/Apparel	December 15-16, 2016	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Roland Oroh, Project Manager, Economic Growth Office, roroh@usaid.gov	
Finance and Investment Consultations with Financial Advisors	Finance and Investment	January 16-28, 2017	William Addo, Financial Specialist, william_addo@watradehub.com	Roland Oroh, Project Manager, Economic Growth Office, roroh@usaid.gov	Periodic visits for due diligence and assistance in unplugging FA/Client/Bank dossiers.
Training for apparel firms participating in MAGIC 2017	Apparel	January 17, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com		Planning workshop to strategize with participating factories on how the West Africa delegation would put its best foot forward

					at the Feb 20-23 event in Las Vegas.
Live-Streaming Event with Customs Expert Jan Forest on AGOA and Customs	AGOA	February 1, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Manager, Economic Growth Office, roroh@usaid.gov	An AGOA training held in Ghana at the Ghana Chamber of Commerce by Jan Forest on Customs documentation and AGOA was livestreamed to both Nigeria and Sierra Leone.
MAGIC Apparel Trade Show attendance	Apparel	February 20-23, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Cory O'Hara, COR, West Africa Trade Hub, cohara@usaid.gov	Attendance at MAGIC apparel trade show by apparel companies from Benin, Ghana and Nigeria. Crown Natures of Nigeria attended.
AGOA Training, Apparel Follow-up After MAGIC	Apparel	March 6-10, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
Nigeria Apparel Workshop, Export Capacity Building Workshop	AGOA/Apparel	March 26-April 8, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	Train companies on: AGOA, documentations required to export, standards and quality requirements, apparel requirements and quality, apparel export readiness, buyer requirements and Private Public sector collaboration to export to the US market in cooperation with Nigerian American Chamber of Commerce NACC. Visit ABA state (apparel/leather cluster), Visit Crown Natures to follow up on Magic Show trip, visit ERC companies for potential hub support.
AGOA Export	AGOA	March 29-	Mohamed Abou iiana - Senior AGOA Specialist	Roland Oroh, Project Management Specialist	

Promotion		30, 2017	Mohamed_Abouiiiana@watradehub.com	Economic Growth and Environment, roroh@usaid.gov	
Nigerian American Chamber of Commerce (NACC) AGOA Non-Oil Training Workshop	AGOA	April 4, 2017	Mohamed Abou iiiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
Attendance of Reel Fruit at Mango Symposium in CDI	Mango	April 6-7, 2017	Lotfi Kourdali, CDI Program Manager, lotfi_kourdali@watradehub.com	Rebecca Levy, Economic Growth Officer Director, USAID/CDI, rlevy@usaid.com , Guigui Pythagore Legbre Charles, Private Sector Trade Specialist, pguigui@usaid.gov	Backstop by Bill Noble, Pamela Okyere, Hannah Amichia. Identification of this participant at NEXTT's request. She is looking to source mangoes regionally.
AGOA Customs documentation training for customs officers	AGOA	May 24, 2017	Mohamed Abou iiiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
Workshop on Harnessing the Potential of the Nigerian Apparel Industry for Increased Exports under AGOA	Apparel/AGOA	July 5-7, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
ETLS Scorecard Meetings	Trade and Transport Enabling Environment	July 17-19, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com Carol Adoum, Chief of Party,	Roland Oroh, Project Management Specialist Economic Growth and Environment,	

			carol_adoum@watradehub.com	roroh@usaid.gov	
Capacity Building Workshop for ATRC Coordinators	AGOA	July 24-25, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	Coordinators of 5 ATRCs including Nigeria recently received Trade Hub grants and were trained on how to promote AGOA to export ready companies in their countries.
AGOA Standard Operating Procedures Training	AGOA	August 3-4, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
Pre-MAGIC, Trade Hub workshop on trade show preparation for Nigerian apparel makers	Apparel	August 13-16, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	Seven Nigerian apparel producers learned how to get the most out of international trade shows.
Attendance at Sourcing at MAGIC Show	Apparel	August 13-16, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	Attendance at MAGIC apparel trade show by apparel companies from Côte d'Ivoire, Ghana and Nigeria. 7 companies from Nigeria attended.
MAGIC follow-up on improvements for Nigerian apparel producers	Apparel	August 27-September 9, 2017	Emmanuel Odonkor, Apparel Specialist, emmanuel_odonkor@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	
AGOA Documentation Training for Nigerian Customs Officers	AGOA	September 13, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiiiana@watradehub.com	Roland Oroh, Project Management Specialist Economic Growth and Environment, roroh@usaid.gov	

Senegal					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
Commercial linkages with Cereals Industrial Processors	Cereals	October – November, 2016	Kokou Zotoglo, Cereals Specialist, kokou@zotoglo@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	Activity sought to strengthen commercial linkages between breweries, such as Guinness, and cereals processors that could supply brewers' grits, dried corn kernels used as a malt replacement in beer.
Training for enumerators for certificate of origin (COO) Time & Cost survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (multiple locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal for enumerators from various countries in nearby locations
M&E Data collection and standardization of M&E systems	Monitoring and Evaluation	March 11 – 19, 2017	Massamba Dieng, Senior M&E Specialist Massamba_Dieng@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	
Meeting with BIO SCOPE and SOLUQUA Conseil to discuss an approach that meets the agreed upon standard by the GG and Organic Secretariats in Europe	Mango	March 13 - 16, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	This meeting is with the two proposed vendors to lay out in more detail the upcoming GlobalG.A.P. and other certifications training that should be part of their curricula.
Training for National Trade Facilitation Committee (NTFC)	Trade and Transport Enabling Environment	March 13-17, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	Providing organizational training and program strengthening planning via subcontractor UNCTAD

Regional Stakeholders Meeting on creating a scorecard for monitoring and publicizing implementation of West Africa's free-trade agreement	Trade and Transport Enabling Environment	April 21, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com Carol Adoum, Chief of Party, carol_adoum@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	
Trade Hub Value Chains Risk Analysis Training	Finance and Investment	April 21-22, 2017	Jean-Francois Guay, Finance and Investment Team Lead, jean-francois_guay@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	Risk management training and coaching for lending institutions trying to move into agricultural lending
AGOA Awareness Workshop	AGOA	May 24, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	
USAID/BFS GLEE (Global Learning Experience Exchange)/Panel Discussion on Regional Trade	Value Chains	June 6-8, 2017	Bill Noble, Value Chain Development Specialist, Bill_Noble@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	
Training for National Trade Facilitation Committee	Trade and Transport Enabling Environment	June 21-23, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	Providing organizational training and program strengthening planning via subcontractor UNCTAD
Follow up visits to Senegal-based companies on how to access U.S. market	Mango	September 12-15, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	The team conducted market assessment of fruit processing enterprises in Senegal to identify opportunities to enable market their products in the

					U.S. market.
Training for National Trade Facilitation Committee	Trade and Transport Enabling Environment	September 19-22, 2017	Chongo Mukupa, Trade and Transport Enabling Environment Specialist, chongo_mukupa@watradehub.com	John Gorlorwulu, Private Enterprise Officer, jgorlorwulu@usaid.gov	
Sierra Leone					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Workshop	AGOA	January 24, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Everett B Torrence, PhD, MACL, Country Program Manager, USAID/Sierra Leone, (o) 232-99-105-500, ext. 5216, cell 232-99-905-037, etorrence@usaid.gov	
Live-Stream Event with Customs Expert Jan Forest	AGOA	February 1, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Everett B Torrence, PhD, MACL, Country Program Manager, USAID/Sierra Leone, (o) 232-99-105-500, ext. 5216, cell 232-99-905-037, etorrence@usaid.gov	An AGOA training held in Ghana at the Ghana Chamber of Commerce by Jan Forest on Customs documentation and AGOA was livestreamed to both Nigeria and Sierra Leone.
Follow-up on ATRC Grant and AGOA Training	AGOA	July 9-14, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Everett B Torrence, PhD, MACL, Country Program Manager, USAID/Sierra Leone, (o) 232-99-105-500, ext. 5216, cell 232-99-905-037, etorrence@usaid.gov	

Capacity Building Workshop for ATRC Coordinators	AGOA	July 24-25, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradhub.com Kara Diallo, AGOA Specialist Kara_diallo@watradhub.com	Everett B Torrence, PhD, MACL, Country Program Manager, USAID/Sierra Leone, (o) 232-99-105-500, ext. 5216, cell 232-99-905-037, etorrence@usaid.gov	Coordinators of 5 ATRCs including Sierra Leone recently received Trade Hub grants and were trained on how to promote AGOA to export ready companies in their countries.
AGOA Standard Operating Procedures Training	AGOA	September 26, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradhub.com	Everett B Torrence, PhD, MACL, Country Program Manager, USAID/Sierra Leone, (o) 232-99-105-500, ext. 5216, cell 232-99-905-037, etorrence@usaid.gov	
Togo					
Activity	Component	Date	Trade Hub POC	USAID or Embassy POC	Remarks and Details
AGOA Awareness Workshop for AWEF Togo Chapter & AGOA Forum Preparation Meeting with Advance Team	AGOA	December 1-3, 2016	Kara Diallo, AGOA Specialist, kara_diallo@watradhub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Mali -Togo Livestock Federation Experience Exchange Workshop	Livestock/Capacity Building	January 30-February 1, 2017	Jean-Didier Nacoulma, Gender Specialist, Jean-Didier_Nacoulma@watradhub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	Malian and Togolese Livestock Federations met to share experiences and lessons learned from the 2015 and 2016 workshops on mobilizing financial resources.
AWEF Launch in Togo	AGOA/Capacity Building	February 7, 2017	Kara Diallo, AGOA Specialist, kara_diallo@watradhub.com	Ryan Ballow, US Embassy,	

				BallowRD@state.gov	
West Africa Grains Network (WAGN/ROAC) OCA follow-on Training,	Capacity Building / Cereals	February 23-25, 2017	Egnon Lawson, Capacity Development Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	With Kanava Subcontractor shared desk top study
Enumerator Training for certificate of origin Survey	Trade and Transport Enabling Environment	February 26-March 16, 2017 (Various dates for various locations)	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	Training taking place during this period in Benin, Togo, Guinea, Burkina Faso, Mali, Senegal
Survey on certificate of origin Time and Cost	Trade and Transport Enabling Environment	March 1-10, 2017	Kossi Dahoui, Transport Specialist, kossi_dahoui@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	Conduct of the Survey on Certificate of Origin Time & Cost (by Trade Hub subcontractor).
AWEP Program	Capacity Building & Gender	March 9-11, 2017	Jean-Didier Nacoulma, Gender Specialist, Jean-Didier_Nacoulma@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	Also Finalize AWEP Togo discussions on TA on packaging to increase the quality / competitiveness ty for the US market and Follow up activities with a number of women's business associations to discuss the impact of the Hub's gender program
Public Sector' Training workshop on AGOA	AGOA	April 19, 2017	Mohamed Abou iiana, Snr AGOA Specialist, mohamed_abou-iiiana@watradehub.com Kara Diallo, AGOA Specialist, kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	The main objectives of the trip are to: Train Togo Customs officials on AGOA documentation; Meet AGOA national committee and Train them on AGOA, documentation, textile visa; Follow up on the textile Visa issue; Meet ATRC and discuss future activities; Debriefing with the US Embassy; Visit

					Alaffia company; Participate in Activities with Fruit expert Julian Velez
Togolese Journalists' Training on AGOA	AGOA	April 19, 2017	Mohamed Abou iiana, Snr AGOA Specialist, mohamed_abou-iiiana@watradehub.com Kara Diallo, AGOA Specialist, kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Training on Packaging Solutions	Capacity Building	April 25-26, 2017	Jean-Didier Nacoulma, Gender Specialist and Capacity Development, jean-didier_nacoulma@watradehub.com	Cory O'Hara, COR, West Africa Trade and Investment Hub, cohara@usaid.gov	Participants came from 4 AWEP Chapters – Benin, Burkina, Ghana and Togo.
Advocacy Program to WAGN	Capacity Building	May 9-12, 2017	Egnon Lawson, Capacity Development Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	WAGN including some AWEP members engaged in agribusiness and cereal trade
Training on Advocacy Techniques for WAGN	Capacity Building	May 22-24, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Project Management Training with WAGN	Capacity Building	June 1-3, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Presentation on AGOA and follow-up on AGOA Visa application with the Ministry of Commerce	AGOA	June 21-23, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
AGOA session during training for Togolese	AGOA	June 22, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy,	

journalists on processing economic information				BallowRD@state.gov	
AGOA session U.S.-Togo Business Forum	AGOA	June 28, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
AGOA Training at Embassy-sponsored July 4 Event	AGOA	July 4, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Sub-Regional Cereals Exchange	Cereal	July 20-21, 2017	Kokou Zotoglo: kokou_zotoglo@watradehub.com ; Bill Noble: Bill_Noble@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Capacity Building Workshop for ATRC Coordinators	AGOA	July 24-25, 2017	Mohamed Abou iiana - Senior AGOA Specialist Mohamed_Abouiana@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	Coordinators of 5 ATRCs including Togo recently received Trade Hub grants and were trained on how to promote AGOA to export ready companies in their countries.
AGOA Forum	AGOA	August 8-10, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
AGOA Textile Visa Issuance Training	AGOA	August 10, 2017	Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Follow up visits to Togo-based companies on how to access U.S. Market	Mango	September 10-16, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	The team conducted market assessment of fruit processing enterprises in Togo to identify opportunities to enable market their products in the US market.

Contracting Best Practices – Cascade Trainings	Cereals/Capacity Building	September 11-12, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Workshop on how to access and manage transactions in the U.S. market	Mango/AGOA	September 14, 2017	Pamela Okyere, Mango Value Chain Specialist Pamela_Okyere@watradehub.com Kara Diallo, AGOA Specialist Kara_diallo@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	
Contracting Best Practices – Cascade Trainings	Cereals/Capacity Building	September 15-16, 2017	Egnon Lawson, Capacity Building and Training Specialist, egnon_lawson@watradehub.com	Ryan Ballow, US Embassy, BallowRD@state.gov	